TREASURE COAST
BUS PLUS
TRANSIT DEVELOPMENT PLAN 2020-2029

ST. LUCIE COUNTY

TRANSIT DEVELOPMENT PLAN 2020-2029

ADOPTED

July 2, 2019

Prepared for

St. Lucie Transportation Planning Organization

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1.0 INTRODUCTION

Public transportation provides access to essential services for people who are unable to drive or who choose not to drive. St. Lucie County provides fixed-route and demand response public transportation services in its service area through a local provider, Council on Aging of St. Lucie, Inc. (COASL). This governance structure has been in place since 1990. The County's Community Services Department oversees the operation of the transit system. Of the County's seven fixed routes, two provide regional connections to neighboring Indian River and Martin Counties.

Multimodal access plays an important role in St. Lucie County's transit system. Multimodal access means connecting transit to other travel choices such as bicycling and walking, which generally leads to increased transit ridership. For this reason, the St. Lucie County Transit Development Plan (TDP) is branded *Bus Plus*—the "Plus" acknowledges that every bus ride begins or ends as a multimodal trip and these trips are influenced by surrounding land uses.

St. Lucie County's *Bus Plus* plan is characterized by a focus on the future. The document sets out a 10-year program of improvements to serve the public transportation needs of the county's residents, employees, and visitors. Through the TDP, the transit agency defines needs, develops alternatives, and makes recommendations to address those needs using a flexible approach.

The TDP must be adopted by the transit agency's governing body, which, in St. Lucie County, is the St. Lucie Board of County Commissioners (BOCC). The TDP must be adopted by the St. Lucie BOCC prior to submission to FDOT for approval.

To be approved by FDOT, the TDP must meet the deadline for submission and all requirements of Rule 14-73.001, F.A.C. which states, "A TDP shall be the provider's planning, development, and operational guidance document, based on a ten-year planning horizon and covers the year for which funding is sought and the nine subsequent years." FDOT will review TDPs at any time but the deadline for submission is September 1.

Rule 14-73 requires a transit provider to update its TDP every five years and is referred to as a TDP Major Update. St. Lucie County's previous TDP Major Update was adopted in 2014.

1.1 TDP Requirements

The TDP Rule requires the following content for TDPs, as described in further detail in Table 1-1:

- Public Involvement Process
- Situation Appraisal
    - Effects on transit system of:
        - Land use
        - State and local transportation plans
        - Other governmental actions and policies

        - Socioeconomic trends
        - Organizational issues
        - Technology
    - Estimate of transit service demand; result of the transit demand estimation process must be a 10-year annual projection of transit ridership.
    - Assessment of transit-supportive land use and urban design patterns.
- Provider's Mission and Goals
    - Alternative Courses of Action
    - Ten-Year Implementation Program
    - Relationship to Other Plans

An additional TDP requirement, added by the Florida Legislature, relates to the reporting of farebox recovery ratios, which indicate the share of total operating costs covered by passenger fares. The goal is for a transit agency to develop and implement strategies to improve this ratio.

The TDP Rule promotes early and continuing public involvement and provides detailed requirements for the TDP public involvement process. A Public Involvement Plan (PIP) must be developed and approved by FDOT or be consistent with the local Metropolitan Planning Organization's (MPO) PIP. The TDP must include a description of the process used and the public involvement activities undertaken. FDOT, the Regional Workforce Development Board, and the MPO must be advised of all public meetings at which the TDP is presented and discussed, and these entities must be given the opportunity to review and comment on the TDP during the development of the mission, goals, objectives, alternatives, and 10-year implementation program.

The Rule requires annual updates in the form of progress reports on the TDP's 10-year implementation program.

1.2 TDP Checklist

This 10-year plan meets the requirement for a Major TDP Update in accordance with Rule Chapter 14-73. Table 1-1 is a list of TDP requirements from the rule and also indicates where the item is accomplished in this 10-year plan.

1.3 Adoption

The St. Lucie County 2020-2029 TDP was adopted by the St. Lucy County BOCC on July 2, 2019. The TDP was also presented at the St. Lucie Transportation Planning Organization (TPO) board meeting on June 5, 2019.

Table 1-1: TDP Checklist

Public Participation Process	TDP Section
Public Involvement Plan (PIP) drafted, submitted, and approved by FDOT at TDP initiation	Section 5, Appendix C
Comments solicited from Regional Workforce Board	
Notification provided to FDOT, Regional Workforce Board, and TPO of TDP-related public meetings	
FDOT, Regional Workforce Board, and TPO provided opportunity to review and comment during development of mission, goals, objectives, alternatives and 10-year implementation program	
Time limit established for receipt of comments	
PIP and plan execution documented in TDP	
Situation Appraisal	
Consideration of comprehensive plans	Section 4
Consideration of land use/development forecasts	Section 4
Consideration of major changes in land use/Major Activity Centers	Section 4
Consideration of state, regional, and local transportation plans	Section 4
Consideration of actions in areas such as parking, development, transit supportive design, etc.	Section 4
Other governmental actions and policies	Section 4
Socioeconomic trends	Section 2, 4
Organizational issues	Section 4
Technology	Section 4
Demand forecast for future transit ridership for various service options	Section 7
Documentation of performance analysis (NTD data and peer review)	Sections 3, 4
Documentation of feedback from community (on-board surveys and other communication)	Sections 4, 5
Calculation of farebox recovery	Section 4
Mission & Goals	
Provider's vision	Section 6
Provider's mission	
Provider's goals	
Provider's objectives	
Alternative Course of Action	
Documentation of analysis of alternative courses of action	Section 8
Service alternatives	
Investment alternatives	
Policy alternatives	
Program alternatives	
Implementation Plans	
Ten-year program of strategies and policies	Section 9
Maps indicating areas to be served and types and levels of service	Section 9
Monitoring program to track performance	Appendix E
Ten-year financial plan	Section 9
Implementation program	Section 9
Relationship to other plans and policies	Section 9
Submission	
Adopted by St. Lucie County Board of County Commissioners	July 2, 2019
Submitted to FDOT	July 2019

2.0 BASELINE CONDITIONS

This chapter summarizes existing conditions and demographic characteristics within St. Lucie County. The assessment of baseline conditions establishes the context for the delivery of transit services and provides background information needed to help understand the County's transit service operating environment. Service area description, demographic characteristics, journey-to-work patterns, land use information, and roadway conditions are presented using the most recent data available at the time of preparation of this plan.

2.1 Service Area Description

St. Lucie County is located in southeastern Florida and is bordered to the north by Indian River County, to the west by Okeechobee County, to the south by Martin County, and to the east by the Atlantic Ocean. It consists of 572 square miles of land area. Incorporated areas include Fort Pierce, Port St. Lucie, and St. Lucie Village. Map 2-1 presents a physical representation of the county and its municipal areas. Map 2-2 compares St. Lucie County's density to other Florida counties.

2.2 Population Profile

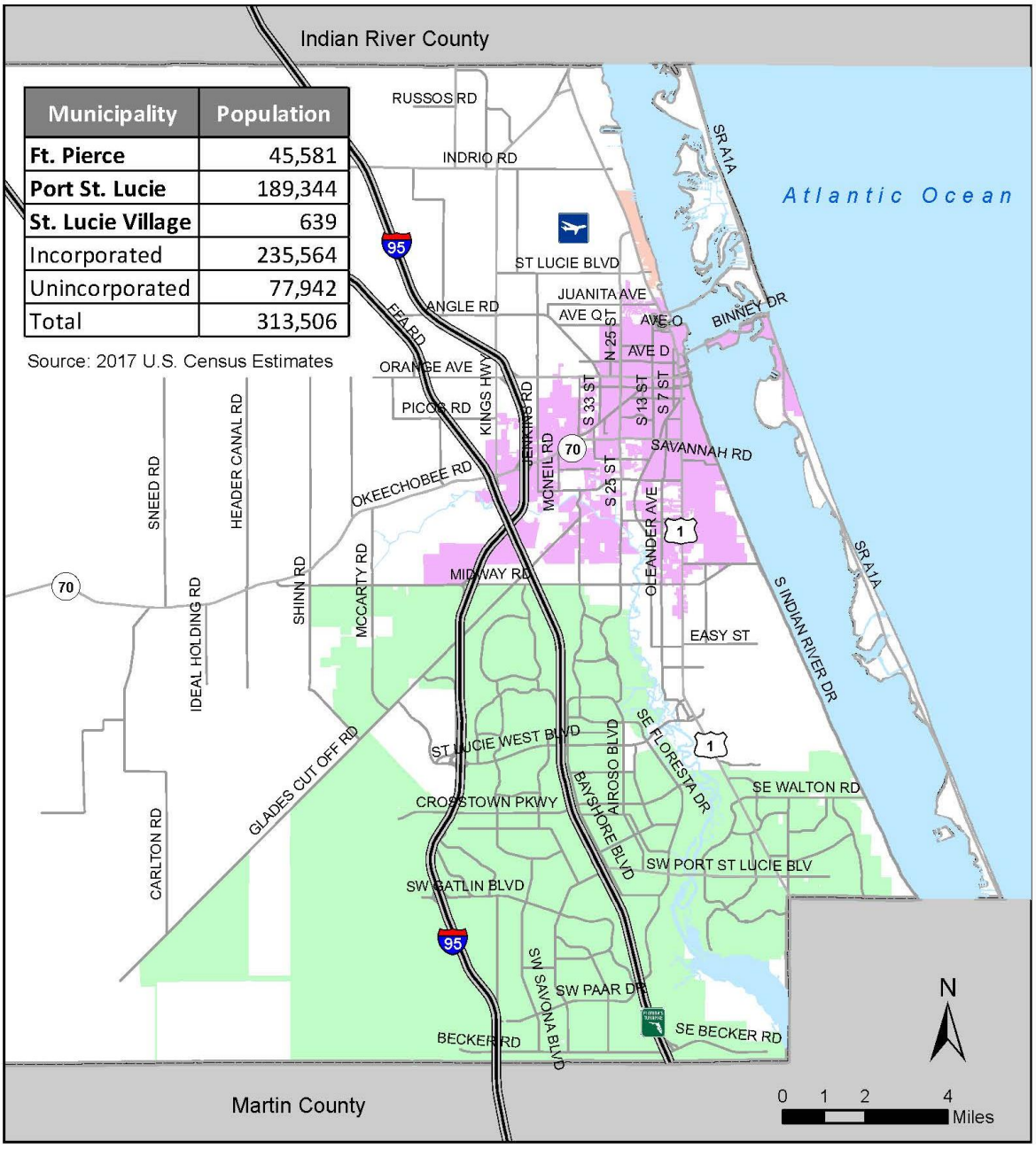
2.2.1 Population Trends

According to U.S. Census 2017 estimates, the total population for St. Lucie County was 313,500, an almost 13 percent increase compared to the 2010 population. The vast majority of residents live in Port St. Lucie and Fort Pierce. Port St. Lucie has more than 189,000 residents compared to 46,000 residents in Fort Pierce. St. Lucie Village has 600 residents. Fort Pierce has the largest percentage of persons in poverty, almost 36 percent of the city's total population.

In addition to permanent residents, St. Lucie is a coastal area, which means tourism is an important part of the local economy. Areas that generate a significant amount of tourism include St. Lucie West in Port St. Lucie, I-95/Florida's Turnpike interchange area in Fort Pierce, Downtown Fort Pierce, and north and south Hutchinson Islands.

Table 2-1 presents population and population change data for 2000, 2010, and 2017 for incorporated and unincorporated areas in St. Lucie County. Port St. Lucie experienced a 113 percent increase between 2000 and 2017. Fort Pierce experienced a population growth of 22 percent during the same time period.

Map 2-1: Study Area



Legend	Municipal			Map 2-1 Study Area
	Fort Pierce	Interstate	Study Area Boundary	
	Port St. Lucie	Major Road	SLC_Airport	
	St. Lucie Village			

Map 2-2: Florida Population by County, 2010

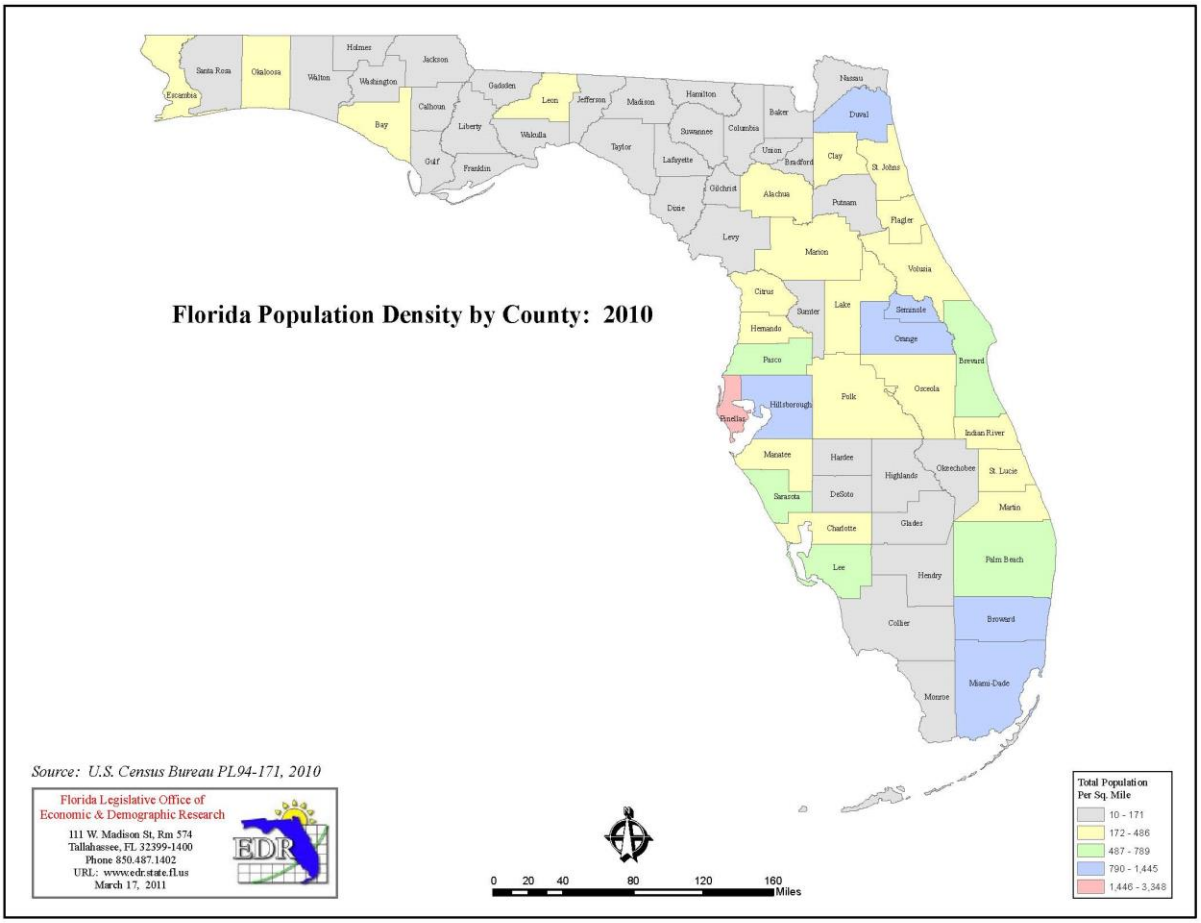


Table 2-1: St. Lucie County Population Trends

Municipality	2000	2010	2017	% Change (2000–2010)	% Change (2010–2017)	% Change (2000–2017)
Fort Pierce	37,516	41,590	45,581	11%	10%	22%
Port St. Lucie	88,769	164,603	189,344	85%	15%	113%
St. Lucie Village	604	590	639	-2%	8%	6%
Incorporated	126,889	206,783	235,564	63%	14%	87%
Unincorporated	65,806	71,006	77,942	8%	10%	18%
Total	192,695	277,789	313,506	44%	13%	63%

Source: U.S. Census Bureau

2.2.1.1 Transportation Disadvantaged (TD) Population Trends

TD population groups include disabled persons, elderly and low-income persons, and children who are "high-risk" or "at-risk." Disability refers to physical or mental limitations that may affect a person's

ability to access transportation. Income refers to the financial ability of a person to purchase transportation. There are overlaps among the categories of TD populations. One of the required elements of the state-mandated Transportation Disadvantaged Service Plan (TDSP) is an estimate of the TD population for the service area.

The Critical Need-Severely Disabled TD population in St. Lucie County is estimated to be 12,446. The Critical Need TD population includes persons who due to severe physical limitations or low incomes are unable to transport themselves or purchase transportation, and thus are dependent upon others to obtain access to essential services.

2.2.2 Population Projections

The Bureau of Economic and Business Research (BEBR) at the University of Florida produces Florida's official state and local population estimates and projections. These changes have important implications as they affect the demand for transportation.

BEBR provides population projections for St. Lucie County in five-year increments. By 2025, BEBR projects St. Lucie's population will have grown to 342,548 with an increase to 366,969 projected by 2030.

2.2.3 Demographic Profile

Table 2-2 presents detailed population and population change data for 2000, 2010, and 2017 for St. Lucie County. Overall, the changes indicate an increased demand for transit services. Notable changes are described below.

Table 2-2: Demographic Characteristics, 2000-2017

	2017	2010	2000	% Change 2017-2010	% Change 2017-2000
Age					
Under 18	21%	22%	23%	-5%	-9%
65 years & older	23%	20%	23%	15%	0%
Race					
white	57%	72%	79%	-21%	-28%
Black/African American	21%	19%	15%	11%	40%
Hispanic/Latino	19%	17%	8%	12%	138%
Income					
Below Poverty Level	16%	13%	13%	23%	23%
Vehicle Ownership					
Zero Vehicles	6%	4%	5%	50%	20%

Source: US Census, ACS 5-Year Estimates

Several notable changes occurred between 2000 and 2017. The Hispanic/Latino population more than doubled. During the same period the black/African-American population increased 40 percent while the

white population decreased 28 percent. The persons living below the poverty level increased 23 percent. The number of zero-vehicle households increased by 20 percent. The number of persons 18 years and under decreased 9 percent.

A notable change between 2010 and 2017 is the 50 percent increase in zero-vehicle households. Other significant changes were the 21 percent decrease in the white population and the 15 percent increase in persons 65 years and older.

Table 2-3 presents St. Lucie County demographic characteristics compared to demographic characteristics of Florida. St. Lucie generally mirrors Florida's percentages of persons 18 and under, persons living below the poverty level, and zero-vehicle households. The proportion of St. Lucie County's minority population is slightly lower than Florida's minority population proportion. St. Lucie County's proportion of persons 65 years and older is higher than Florida's proportion of elderly persons.

Table 2-3: St. Lucie County vs Florida Characteristics, 2017

	Florida	St Lucie County
Under 18	20%	21%
65 years & older	20%	23%
Minority	46%	43%
Below Poverty Level	14%	16%
Zero Vehicles	7%	6%

Source: US Census, ACS 5-Year Estimates

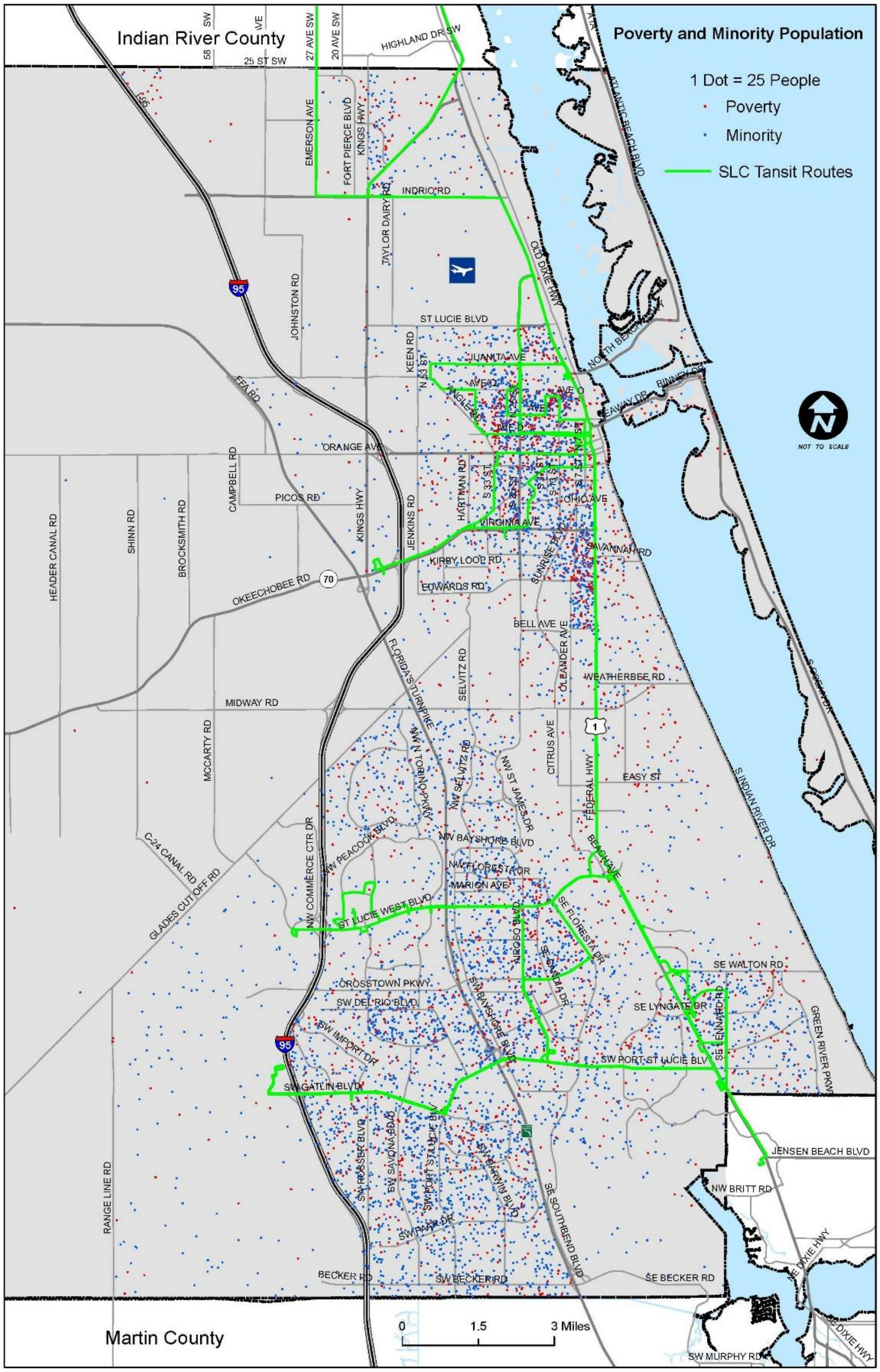
2.2.3.1 Poverty and Minority Population Distribution

Map 2-3 shows the concentration of the environmental justice (poverty and minority) populations within St. Lucie County. The highest concentrations of minorities occur in northern Fort Pierce. Scattered concentrations of minorities can be found in Port St. Lucie. The highest concentration of poverty occurs in Fort Pierce north of Okeechobee Road. A concentration of poverty in Port St. Lucie exists east of Airoso Boulevard.

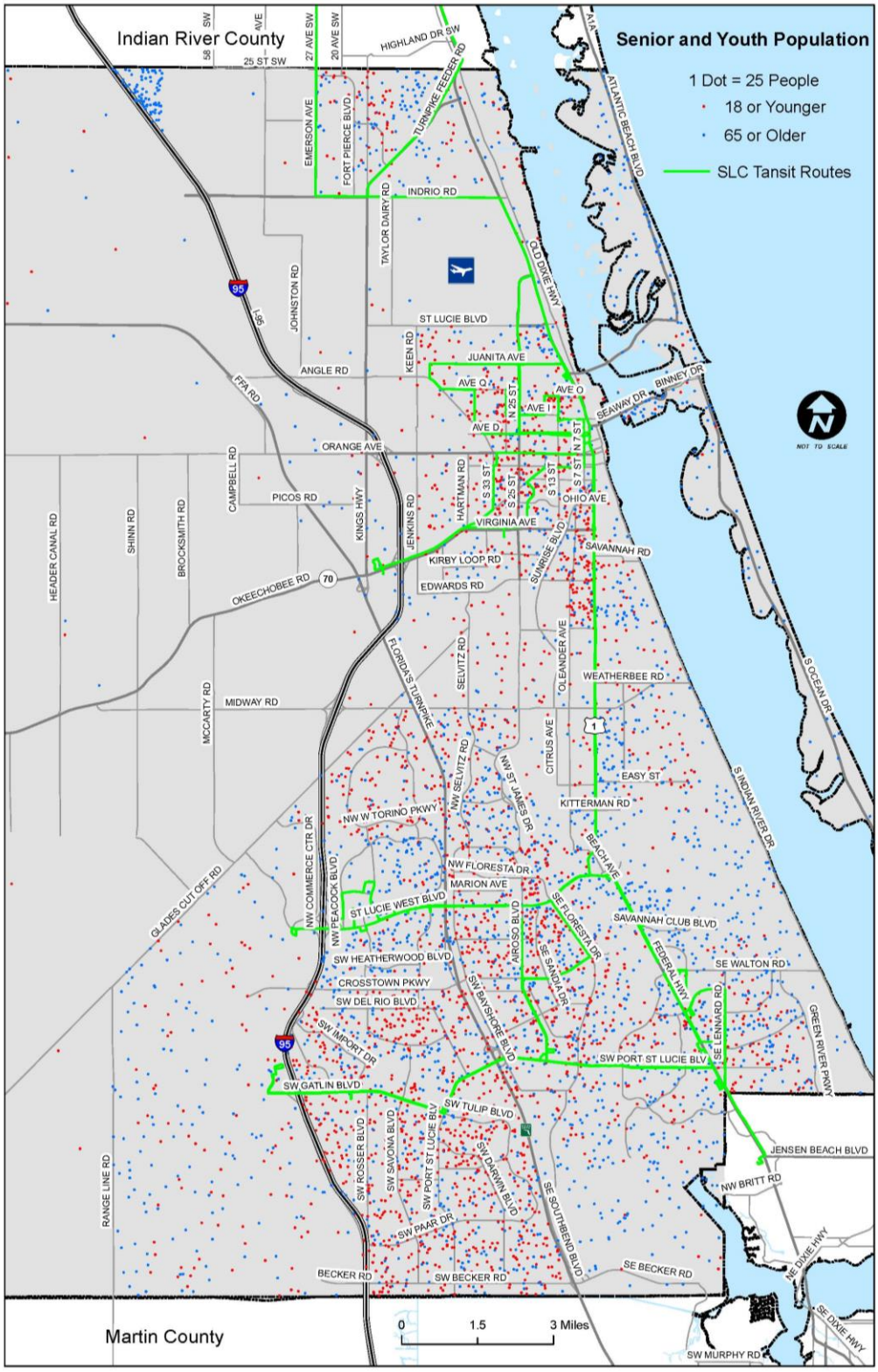
2.2.3.2 Youth and Elderly Distribution

Map 2-4 shows the concentration of youth and elderly persons within St. Lucie County. Areas in the northern part of Fort Pierce and in Port St. Lucie north of Port St. Lucie Boulevard near Airoso Boulevard have the highest concentrations of youth. The highest concentrations of seniors are typically located in senior living developments such as the Savanna Club and Spanish Lakes communities.

Map 2-3: Poverty and Minority



Map 2-4: Youth and Elderly Distribution



2.2.3.3 Zero-Vehicle Household Distribution

Map 2-5 shows the concentration of zero vehicle households within St. Lucie County. The highest concentration of zero vehicle households occurs in northern Fort Pierce. A concentration of zero vehicle households in Port St. Lucie exists east of U.S. 1 south of Walton Road.

2.2.3.4 Income

The Census Bureau provides information regarding median income and per capita income. St. Lucie's median income of $47,132 is lower than Florida's median income of $50,883. Likewise, St. Lucie's per capita income of $24,940 is lower than Florida's $28,774 per capita income. Of note is that Martin County to the south and Indian River to the north both rank among Florida's top counties in terms of wealth.

2.2.3.5 Educational Attainment

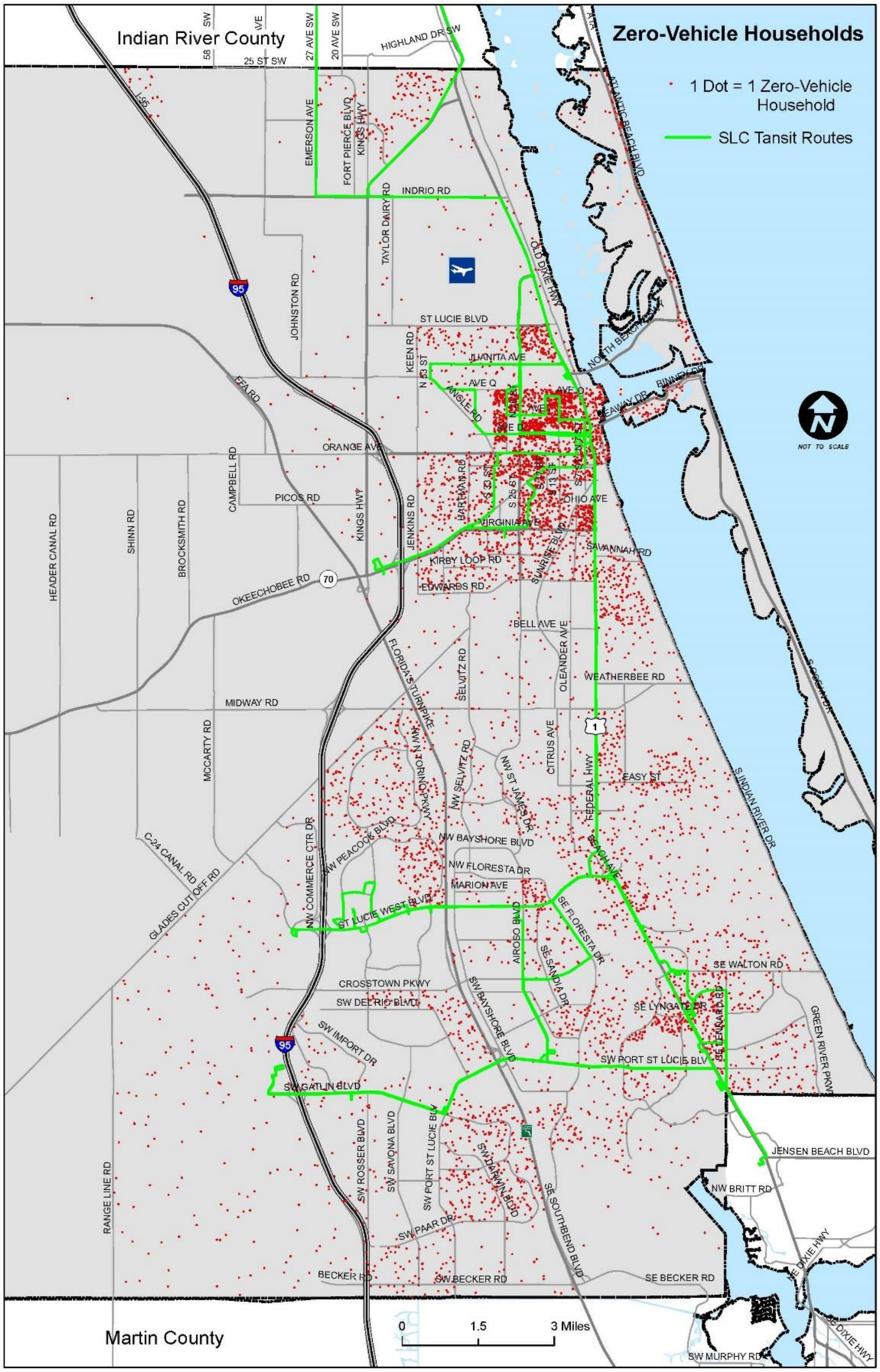
The Census Bureau estimates educational attainment for people aged 25 and older. In 2017, almost 86 percent of St. Lucie County residents in that age group had attained a high school diploma or higher and 20 percent had achieved a bachelor's degree or higher compared to Florida's 88 percent with a high school diploma or higher and 29 percent with a bachelor's degree or higher. The following table shows the distribution of St. Lucie County's population aged 25 and older by educational attainment.

Table 2-4: Educational Attainment of St. Lucie Residents, 2017

Level of Education	Percent Population
Less than 9th grade	6%
9th grade to 12th grade (no diploma)	8%
High school graduate	34%
Some college, no degree	22%
Associate's degree	11%
Bachelor's degree	13%
Graduate or professional degree	7%

Source: ACS 5-Year Estimates

Map 2-5: Zero Vehicle Households



The Census Bureau also estimates poverty rates by educational attainment for people aged 25 and older for whom poverty status is determined. The poverty rates by educational attainment for that age group range from 7 percent to 26 percent.

Table 2-5: Poverty Status by Educational Attainment, 2017

Level of Education	Percent Poverty
Less than high school graduate	26%
High school graduate	16%
Some college or associate's degree	12%
Graduate or professional degree	7%

Source: ACS 5-Year Estimates

2.2.4 Housing

The Census Bureau provides housing statistics. In 2017, the rate of owner-occupied housing units was 72 percent in St. Lucie County compared to 65 percent throughout the state. The median gross rent was $1,088 compared to $1,077 for Florida. There are approximately 141,000 housing units in the County. The average household size is three persons. The median value of owner-occupied housing units was $150,700 in St. Lucie County compared to $178,700 for Florida.

2.2.5 Affordable Housing

The Fort Pierce Housing Authority (FPHA) provides affordable housing options in Fort Pierce for eligible low-income families, elderly persons, and persons with disabilities. The majority of FPHA properties are garden-style apartments, some with as many as five or six bedrooms. FPHA has purchased several small apartment buildings and single-family homes as well. In addition, FPHA offers the Section 8 program, which provides tenants with vouchers to subsidize rents at private market rentals located on scattered sites.

2.2.6 Public Health

The Florida Department of Health, St. Lucie County, developed its 2016-2019 Community Health Improvement Plan in cooperation with numerous partner organizations. Major health concerns in St. Lucie County were identified and the following objectives developed.

- Increase the percentage of adults who consumed five or more servings of fruits or vegetables per day.
- Reduce the proportion of children who are considered obese.
- Increase the percentage of mothers who initiate breast feeding.
- Decrease the percentage of adults who are sedentary.
- Decrease the percentage of adults who consider their overall health as "fair" or "poor."
- Decrease the percentage of youth who use tobacco.

2.3 Journey-to-Work Patterns

According to the U.S. Census, the mean travel time to work for workers age 16+ in St. Lucie County was approximately 28 minutes compared to, for example, Indian River County's 22-minute travel time. This reflects the fact that many residents travel outside St. Lucie County for employment. Table 2-6 lists the major employers in St. Lucie County. Although many employment sites are scattered, clusters of employment are located within Major Activity Centers (MACs) described in the Future Land Use section.

Table 2-6: St. Lucie County Major Employers

Company Name	Employees*	Product/Service	Location
School Board of St. Lucie County	5,471	Education	Countywide
Indian River State College	2,338	Higher education	Fort Pierce & Port St. Lucie
Lawnwood Regional Medical Center & Heart Institute	1,455	Healthcare services	Fort Pierce
Teleperformance	1,200	Call center	Port St. Lucie
City of Port St. Lucie	1,157	City government	Port St. Lucie
Walmart Distribution Center	890	Dry goods distribution center	Fort Pierce
Cleveland Clinic Martin Health	850	Healthcare services	Port St. Lucie
St. Lucie Medical Center	850	Healthcare services	Port St. Lucie
St. Lucie County	778	County government	Countywide
Florida Power & Light Co.	774	Electric utility	Port St. Lucie
McKesson/Change Healthcare	549	Call center	Port St. Lucie
Convey Healthcare Solutions	450	Call center	Fort Pierce
City of Fort Pierce	337	City government	Fort Pierce

*Includes fulltime and part-time
Source: Economic Development Council of St. Lucie County, 12/21/17

The Florida Department of Economic Opportunity (DEO) annually produces an analysis of county workforce and demographic characteristics, including commuting patterns, based on the latest annual Census data available. These data are useful for detailing where workers work and live.

The DEO report shows that St. Lucie County has a net flow of -33,260 workers, with 67,110 workers employed in St. Lucie County and 100,370 workers living in St. Lucie County. Of the St. Lucie County residents employed outside the county, the top destination counties are Martin County (17,264 workers), Palm Beach County (12,531 workers), and Indian River County (5,371 workers). Of the 26,882 St. Lucie County workers living outside the county, the top origin counties are Martin County (4,897 workers), Indian River County (4,261 workers), and Palm Beach County (3,375 workers).

Table 2-7 shows work destinations as summarized in the DEO report.

Table 2-7: Where Workers Live

Florida County	Jobs	Percent of Primary Jobs
Total Primary Jobs	100,370	100%
St. Lucie County	40,228	40.10%
Martin County	17,264	17.20%
Palm Beach County	12,531	12.50%
Indian River County	5,371	5.40%
Broward County	4,684	4.70%
Miami-Dade County	3,251	3.20%
Orange County	2,863	2.90%
Brevard County	1,771	1.80%
Hillsborough County	1,625	1.60%
Polk County	1,058	1.10%
Lee County	882	0.90%
Okeechobee County	829	0.80%
Pinellas County	741	0.70%
Seminole County	645	0.60%
Sarasota County	557	0.60%
Duval County	533	0.50%
Volusia County	488	0.50%
Collier County	483	0.50%
Osceola County	397	0.40%
Highlands County	386	0.40%
Manatee County	356	0.40%
Lake County	286	0.30%
Charlotte County	272	0.30%
Pasco County	266	0.30%
Alachua County	248	0.20%
All Other Locations	2,355	2.30%

Source: U.S. Census Bureau, OnTheMap Application and Longitudinal Employer-Household Dynamics program

2.4 Labor Force Participation/Unemployment Rates

The unemployment rate is often an indicator of income status since it is generally assumed that working adults tend to be financially stable. The United Way contends that the unemployment rate does not provide a complete or accurate picture of financial hardship. In 2017, United Way of Florida updated its ALICE report. ALICE is a United Way acronym for Asset Limited, Income Constrained, Employed. "Employed" is the critical word. ALICE represents those who work hard and are above the poverty line, but due to high costs and factors often beyond their control, must live paycheck to paycheck.

Although St. Lucie County's unemployment rate has trended downward since the end of the Great Recession in 2009, there remains a significant number of County households that are insecure in their ability to obtain basic needs such as transportation. The most recent ALICE study found that in 2015, 30 percent of households in St. Lucie County could be classified as ALICE households.

2.5 Tourism and Seasonal Populations

According to a recent study that tracks St. Lucie County tourism, in 2017, the County experienced an inflow of almost 1.2 million visitors. The Study reports that almost half of these visitors stayed in paid accommodations, 30 percent were day trippers, and 23 percent visited friends and relatives. The average stay was approximately six days and the average travel party size was three persons.

In addition to tourists, during "snowbird season," St. Lucie County's population swells due to an annual inflow of northern-based seasonal residents who stay a month or more. The season generally lasts from November to April. Seasonal residents generally reside in rental housing, stay with relatives or maintain second homes.

2.6 Land Use Information

2.6.1 Major Trip Generators and Attractors

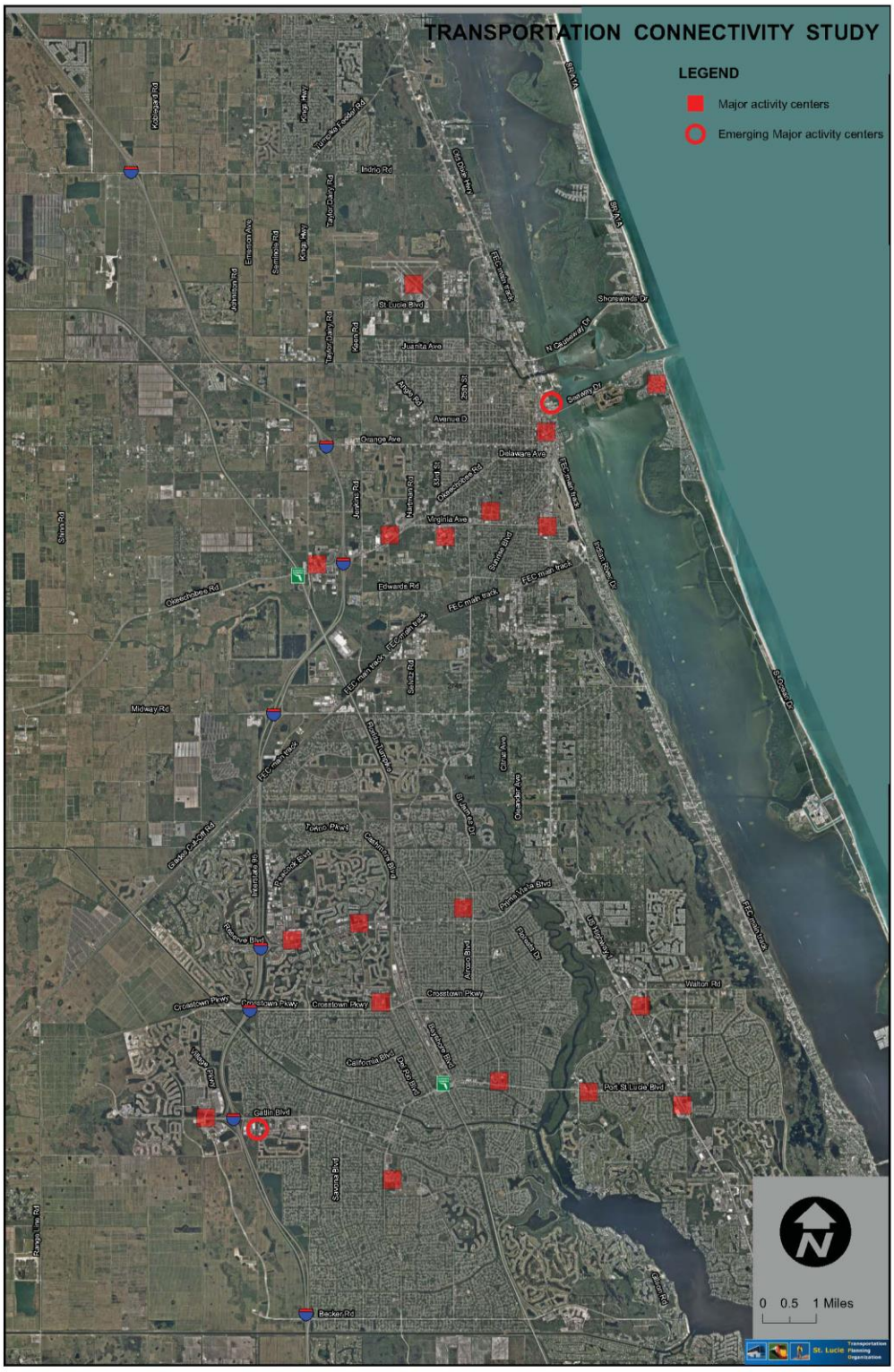
Major trip generators and attractors refer to locations with high levels of activity that merit special consideration for transit access. Major Activity Centers (MACs) within St. Lucie County were identified in the St. Lucie TPO's Transportation Connectivity Study. Table 2-8 lists and Map 2-6 displays these MACs. The table also identifies MACs that are not currently served by bus routes.

Table 2-8: Major Activity Centers (MACs)

Major Activity Centers	Location	Bus Route?
City Hall/Community Center/Bus Station	Port St Lucie Blvd/Airoso Blvd	Yes
Rivergate Plaza/Rivergate Park/Botanical Gardens	Port St. Lucie Blvd/Vets Memorial Pkwy/ Westmoreland Blvd	Yes
Darwin Square/Walmart/Whispering Pines/ Treasure Coast High	Port St. Lucie Blvd/Darwin Blvd	No
Sabal Palm Plaza/Botanical Gardens/ Virginia College/SaveALot	U.S. 1/Virginia Ave – Edwards Rd	Yes
County Admin/Fenn Center/Lawnwood Sports Complex/Lawnwood Med Ctr	Virginia Ave, 13th Street – 25th Street	Yes
Fort Pierce Downtown/Marina	U.S. 1/Orange Avenue/Melody Lane	Yes
Walmart Supercenter/Sam's Club/Town Center	U.S. 1/Lennard Road – Jennings Road	Yes
St. Lucie West	St. Lucie West Blvd, I-95 – Country Club Dr	Yes
St. Lucie West	St. Lucie West Blvd, Country Club Dr – Turnpike	Yes
Sportsman's Park	Prima Vista Blvd/Irving St	Yes
Walmart/Orange Blossom Mall	Okeechobee Rd/ McNeil Rd – Hartman Rd	Yes
Port St. Lucie Civic Center/Eastport Plaza/Med Center	U.S. 1/Walton Rd – Tiffany Ave	Yes
South Jetty Park	Seaway Dr/Ocean Dr	No
Tradition	Tradition Parkway/ Village Pkwy Dr	Yes
McChesney Park/Centennial High/St Lucie West K-8	Crosstown Parkway/Cashmere Blvd	No
I-95/Turnpike/SR-70 Interchanges	Okeechobee Rd/Turnpike – I-95	Yes
Indian River State College – Fort Pierce	Virginia Ave/35th St	Yes
Treasure Coast International Airport & Business Park	3000 Curtis King Blvd	Yes
Port of Fort Pierce*	North 2nd Street/Fisherman's Wharf	No
Jobs Express Terminal Park & Ride Lot*	I-95/Gatlin Boulevard	Yes

*Emerging MAC –area not presently meeting criteria for a MAC but is expected to meet criteria in near future.

Map 2-6: Major Activity Centers



2.6.2 Transit-Supportive Land Use

The large geographic size of St. Lucie County combined with the dominance of low-density residential land uses presents a challenge to providing transit service. Port St. Lucie is comprised largely of residential uses, accommodated mostly within low-density, single-family areas. Major commercial roadways include U.S. 1, Port St. Lucie Boulevard, Gatlin Boulevard/Tradition Parkway, and Prima Vista Boulevard/St. Lucie West Boulevard. Various gated communities are located in the St. Lucie West and Tradition areas.

The City of Fort Pierce is characterized by low-density single-family residences and a housing stock that is vastly older than in Port St. Lucie. U.S. 1, Okeechobee Road, Virginia Avenue, and Orange Avenue are major commercial streets. Downtown Fort Pierce is mostly commercial development on the waterfront.

St. Lucie Village is the third incorporated area in St. Lucie County and is an enclave of residences located along or near Old Dixie Highway.

Unincorporated St. Lucie County includes various pockets of low-density residential land uses in the northern and central part of the county and agricultural land uses in the western area. Hutchinson Island, a north/south barrier island, separates the county from the Atlantic Ocean and is characterized by higher-density development than is found on the mainland.

2.6.3 Future Land Use

Areas that contain a mixture of land uses are potential candidates for transit service. The TPO's Transportation Connectivity Study identified MACs, most of which are mixed-use. In reviewing the future land use elements of the St. Lucie County, Fort Pierce, and Port St. Lucie comprehensive plans, many of these MACs are also identified as appropriate for future intensification of mixed-use development. These areas include I-95 and Florida's Turnpike interchange areas, portions of Kings Highway, the St. Lucie County International Airport, Hutchinson Island, St. Lucie West Boulevard, and major intersections along U.S. 1. Table 2-8 lists and Map 2-6 displays MACs.

In addition, the Transportation Connectivity Study identified "emerging MACs," those areas that do not presently meet the criteria for MAC designation but are expected to do so in the future. The two emerging MACs are both transportation-related: the future Jobs Express Terminal at Gatlin Boulevard near I-95 and the Port of Fort Pierce.

Future land use (FLU) patterns are depicted on the FLU maps of St. Lucie County and the Cities of Fort Pierce and Port St. Lucie. These maps generally call for the continuance of commercial development on major streets and at major street intersections. The FLU maps are included in each jurisdiction's comprehensive plan. The FLU maps for St. Lucie County, Fort Pierce, and Port St. Lucie are included in Appendix A.

2.7 Transportation and Development

2.7.1 Development Activity

Downtown Fort Pierce and its surrounding areas are experiencing a resurgence of development activity. The City of Fort Pierce prepared a rail station proposal for Virgin Trains USA high-speed passenger service. In addition, the City has invited qualifications and proposals to design and develop a mixed-use project to include a hotel in the downtown area. The City also is in the process of revitalizing the Orange Avenue corridor west of downtown.

Port St. Lucie, one of the fastest growing cities in Florida, continues its quest to diversify its economy. The area south of Tradition Parkway, north of Becker Road and west of I-95 is experiencing rapid growth. To the east, Gatlin Boulevard and I-95, the Jobs Express Terminal park-and-ride lot and bus station will soon start construction. The City has experienced increased building permit activity in all areas of the city including in the central portion on infill vacant lots. The completion of the Crosstown Parkway extension is expected to spur development in the vicinity of U.S. 1 and the Civic Center.

Building permit activity in unincorporated St. Lucie County is steadily increasing. The County continues to actively pursue development of the Treasure Coast Research Park located off Kings Highway in Fort Pierce. Recently completed at the Park is the Sunshine Kitchen, a state-of-the-art food incubator where chefs, caterers, food truck operators and others can produce, package, and market food business items. Another area of focus for the County is the expansion of the Treasure Coast International Airport and Business Park, which covers 3,660 acres.

In 2018, voters approved a half-cent increase to help improve roads, build more sidewalks and support water quality projects throughout St. Lucie County. The increase will expire in ten years. The money can only be used for roads, sidewalks and water quality projects under the law. Ultimately, a citizen oversight committee will ensure the spending is as approved.

2.7.2 Complete Streets

Every bus trip begins and ends as a pedestrian or bicyclist trip and people tend to walk/bike more on streets they perceive as convenient and safe. A complete street is a street that safely accommodates motorists, bus riders, bicyclists, and pedestrians. Emphasis is placed on the needs of users of all abilities and income levels. An inventory of complete streets within St. Lucie County was developed by the TPO based on a context-sensitive approach. The inventory includes streets with separate sidewalks and bicycle lanes and streets with wide, multi-use sidewalks but no bike lanes. Complete streets in St. Lucie County include Crosstown Parkway, SR-A1A, and portions of U.S. 1.

2.7.3 Parking

Parking is plentiful in St. Lucie County due to the presence of expansive parking lots adjacent to all major land uses. In addition, both the City of Port St. Lucie and the City of Fort Pierce offer public parking in multi-story garages free of charge in their civic center areas. On weekdays, in an effort to create

additional turnover of parking spaces in high-demand areas of downtown, the City of Fort Pierce enforces 2-hour time limit parking zones on city streets.

2.7.4 Connectivity Between Major Hubs

The TPO's *Transportation Connectivity Study* analyzes how well St. Lucie County residents are connected to Major Activity Centers (MACs) via bicycle lanes, sidewalks, transit routes or complete streets.

A MAC is defined as a walkable geographic area that contains multiple, often unique attractions. MAC patrons often live outside the immediate area.

An inventory of MACs was developed using the following criteria:

- Intensity of development
- Size
- Diversity of land use

MACs in St. Lucie County were mapped, and the transit system and the complete streets network were overlain on the map. The result indicated which MACs are not on bus routes or are not served by complete streets. Regarding complete streets, if the main road fronting the MAC was complete and a secondary road was not, the MAC was counted as being on the complete streets network. The results of this analysis indicated a need for bus service on the following corridors:

- Port St. Lucie Blvd, south of Gatlin Blvd
- Crosstown Parkway
- SR-A1A, South Hutchinson Island

The Transportation Connectivity Study found a need for complete streets improvements on the following corridors:

- St. Lucie Blvd from North 25th St to Kings Highway
- Port St. Lucie Blvd at Veterans Memorial Parkway/Westmoreland Blvd
- Port St. Lucie Blvd at Airoso Blvd

2.7.5 First/Last Mile Connectivity

The term "first/last mile" refers to the experience that links people to and from transit. Filling the first/last mile gap is especially challenging for St. Lucie County due to the County's relatively low-density, suburban environment. Another challenge is the lack of sidewalks, even on some major streets. Transportation Network Companies like Uber and Lyft or taxis can help fill the first/last mile gap to some extent but affordability is an issue. Shared-ride solutions like Lyft Shared or uberPOOL, which enhance the affordability of TNCs, are not yet available in St. Lucie County.

2.7.6 Macro-economic Indicators

St. Lucie County strives to continue building a sound and resilient local economy. According to the U.S. Census, the mean travel time to work for workers in St. Lucie County was approximately 28 minutes, which is slightly higher than the average of 27 minutes for workers statewide. The County's travel time to work reflects the fact that many workers in St. Lucie County travel outside the County for employment. While housing and retail development activity has gained strength, the ultimate goal of creating more high-paying jobs for residents is at the forefront of the County's economic development goals so that residents will not need to travel outside the county for work.

2.7.7 Traffic Congestion

The TPO conducted a major update to its Congestion Management Process (CMP) in 2018. The CMP provides the information necessary to identify areas with congestion or safety issues and to prioritize projects, which address these issues. Benefits of the CMP include:

- A detailed identification of issues that enable the allocation of financial resources more effectively
- Reduced travel time delay
- Improved safety

Using the CMP's Phase 2 ranking system, the TPO identified locations that are experiencing the worst congestion and projects that will provide the most benefit to the multi-modal transportation network. Table 2-9 displays the Phase 2 priority ranking results. It is estimated that approximately $300,000–$400,000 per year of federal funds will be allocated by the TPO to CMP projects.

Table 2-9: Congestion Management Process (CMP) Priority Ranking

CMP Segment/Intersection	Score
Easy St from US 1 to Yucca Dr	59
Floresta Dr and Prima Vista Blvd	51
Prima Vista Blvd and Airoso Blvd	49
St. Lucie West Blvd from I-95 to Bayshore Blvd	40
Becker Road from Southbend Blvd to Gilson Rd	39
Gilson Road from Becker Road to Lakeridge Dr	39
Gatlin Blvd from West of I-95 to Port St. Lucie Blvd	35
Port St. Lucie Blvd from Tulip Blvd to Gatlin Blvd	35
Cashmere Blvd from St. Lucie West Blvd to Peacock Blvd	31
Lennard Drive and Mariposa Ave	29
2nd Street from Citrus Ave to Ave A	27
Bayshore Blvd from Crosstown Pkwy to St. Lucie West Blvd	27
California Blvd from Crosstown Pkwy to St. Lucie West Blvd	26
Gatlin Blvd and Savona Blvd	19
Mariposa/Port St. Lucie Blvd and US 1	16
Crosstown Pkwy from Manth Ln to Floresta Dr	0

3.0 EXISTING SERVICES & EVALUATION

This chapter includes a review of existing transit service in St. Lucie County and is divided into four subsections: Existing Service, Other Transportation Providers, Trend and Peer Review Analyses, and Summary and Conclusions. The review of existing service includes a general description of transit programs available in St. Lucie County and neighboring counties, while the performance evaluation and trends subsection offer a detailed examination of route-by-route operating performance. The peer review section allows St. Lucie County to compare its system-wide effectiveness and efficiency to similar transit systems.

3.1 Existing Services

Community Transit, a division of the Council on Aging of St. Lucie, Inc. (COASL), is the public transit provider for St. Lucie County through a contract with the St. Lucie County Board of County Commissioners. It has provided service in St. Lucie County since 1990 and currently has two modes of transportation —traditional fixed-route service and door-to-door, paratransit service. The county has also added a lineup of innovative, non-traditional mobility services to take advantage of emerging technologies and adapt to changing travel patterns.

The Treasure Coast Connector is the county's fixed-route transit service, offering seven routes that run on one-hour headways, Route 1 has ½ hour headways. Most routes operate from 6 a.m. to 8 p.m. on weekdays and 8 a.m. to noon and 1-4 p.m. on Saturdays.

In addition, the County provides demand-response, door-to-door paratransit services throughout the county to qualified seniors and people with disabilities. Residents must be certified as Transportation Disadvantaged (TD) or meet the criteria of the Americans with Disabilities Act (ADA).

The County also offers non-traditional public transportation services. In 2017, the St. Lucie County Department of Community Services began operating a demand-response, TD service pilot program known as Direct Connect, providing essential and life-sustaining trips during hours that regular public transit and paratransit do not operate. Direct Connect fills evening and weekend service gaps, enabling the County's TD population to have access to public transportation services 4 hours a day, seven days a week. St. Lucie County also rolled out a new bike-share program in the first quarter of 2018. Many of the system's bike-share stations are strategically located to support the County's fixed-route bus service, improving public access to Treasure Coast Connector bus stops on the system's most popular bus routes.

Each of these services are described in more detail on the following page.

3.1.1 Treasure Coast Connector

The Treasure Coast Connector bus service consists of seven fixed routes. Two Treasure Coast Connector routes provide regional transit connections with Martin and Indian River Counties' transit systems. Routes 1 through 6 operate from 6 a.m. to 8 p.m. Monday through Friday, and 8 a.m. to noon and 1-4 p.m. Saturdays. Route 7 operates from 7 a.m. to 6 p.m. Monday through Friday. There is no fixed-route bus service on Sundays. The bus routes operated by the Treasure Coast Connector are illustrated in Map 3-1.

Route 1 was initiated in 2002. Route 1 begins near downtown Fort Pierce at the Fort Pierce Intermodal Facility located at North 8th Street and Avenue D. This route terminates at the Treasure Coast Square Mall in Martin County's Jensen Beach. Route 1 is the system's most heavily used bus route and it connects with every Treasure Coast Connector bus route except Route 5.

Route 2 began service in 2005. Route 2 connects commercial and residential areas in northern Fort Pierce to the remainder of the county via the Fort Pierce Intermodal Facility, providing immediate connections to Routes 1, 3 and 7.

Route 3 was implemented concurrently with Route 2, serving southern areas of Fort Pierce. Route 3 connects densely developed, suburban-urban residential areas with important community shopping and governmental service centers including Walmart and the Florida Department of Health. Route 3 commences and terminates at the Fort Pierce Intermodal Center, providing immediate connections to Routes 1, 2 and 7.

Route 4 (City of Port St. Lucie Trolley) began operating in 2006 and serves the Port St. Lucie Boulevard and City Center areas. Route 4 serves as a transit connector for many important Port St. Lucie destinations, including the County Annex Building, Town Center shopping center, Port St. Lucie Community Center and City Hall complex. Accordingly, the Port St. Lucie Trolley has its own unique bus stop signage and bus façades, demonstrating the importance of this bus route to the City. Route 4 connects with Routes 1, 5 and 6.

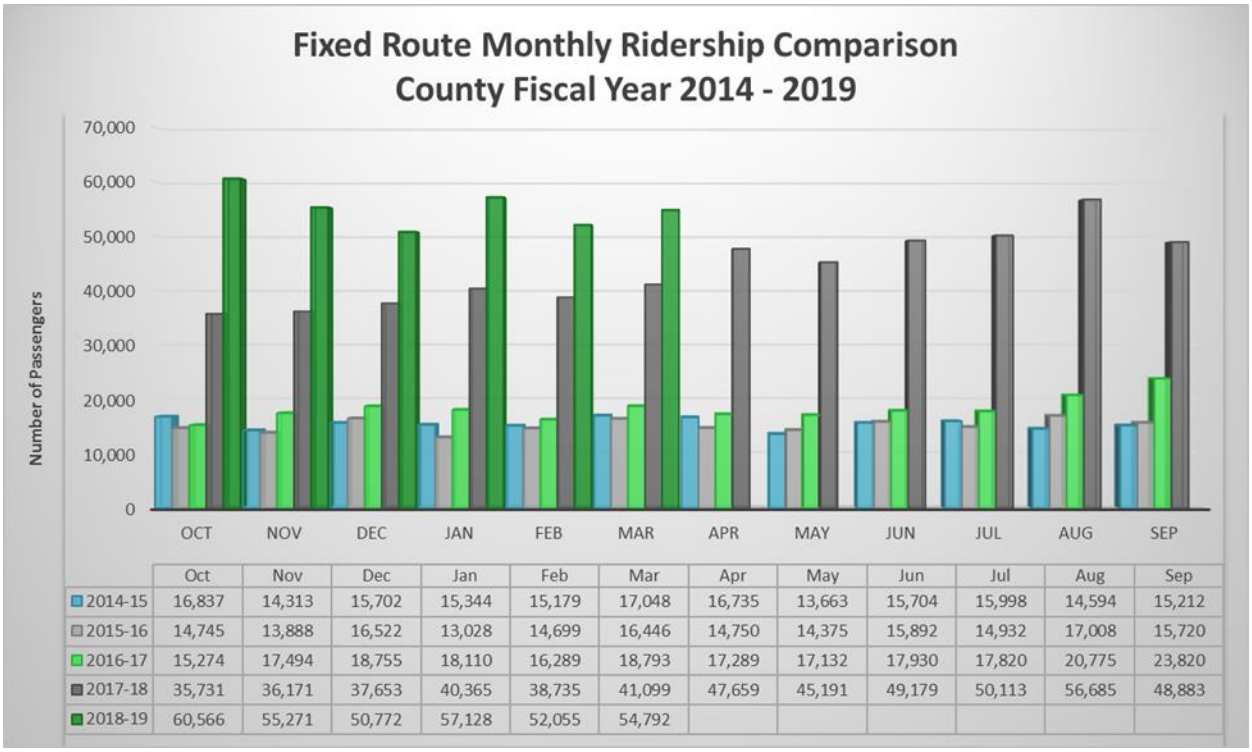
Route 5 commenced operations in 2009, adding fixed-route bus service along Southwest Gatlin and Southwest Port St. Lucie boulevards. Route 5 is designed to connect the rapidly developing Tradition with City Hall and the Community Center and serves residential, municipal government and community shopping destinations. Route 5 connects with Routes 4 and 6 at the Port St. Lucie Intermodal Facility.

Route 6 also began operating in 2009. It connects important major activity centers along the Prima Vista Boulevard/St. Lucie West Boulevard corridor including community shopping centers, recreational areas, library and community resources and medical services. Route 6 connects with Routes 1, 4 and 5.

Route 7 is the newest Treasure Coast Connector bus route and was a pilot service established in 2015 through the FDOT Service Development funding program. Route 7 begins and ends at the Fort Pierce Intermodal Facility and extends into adjacent Indian River County, providing an immediate connection to that county's GoLine transit system. Route 7 connects with Route 1, 2 and 3.

The figure below compares monthly ridership for all routes combined over the past four years.

Figure 3-1: Fixed-Route Monthly Ridership Comparison, FYs 2014-2018



	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
2014-15	16,837	14,313	15,702	15,344	15,179	17,048	16,735	13,663	15,704	15,998	14,594	15,212
2015-16	14,745	13,888	16,522	13,028	14,699	16,446	14,750	14,375	15,892	14,932	17,008	15,720
2016-17	15,274	17,494	18,755	18,110	16,289	18,793	17,289	17,132	17,930	17,820	20,775	23,820
2017-18	35,731	36,171	37,653	40,365	38,735	41,099	47,659	45,191	49,179	50,113	56,685	48,883
2018-19	60,566	55,271	50,772	57,128	52,055	54,792						

3.1.2 Community Transit – Paratransit Service

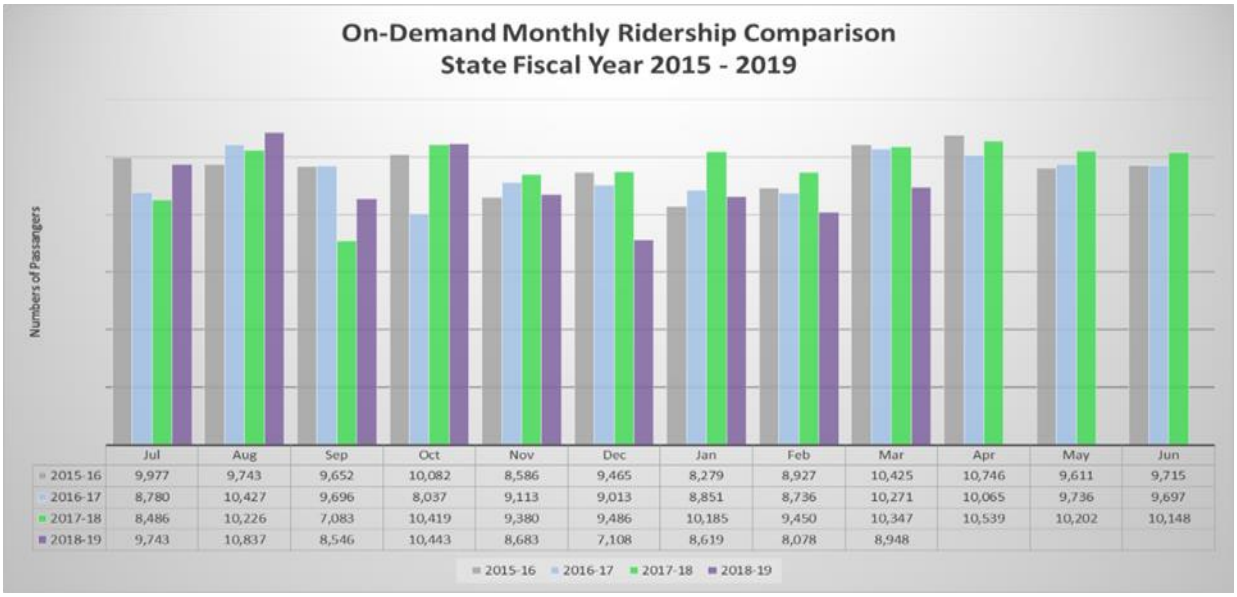
The Florida Commission for the Transportation Disadvantaged has designated St. Lucie County as the Community Transportation Coordinator (CTC) for the county service area. The CTC is responsible for coordinating and/or providing transportation to individuals who meet the requirements of Transportation Disadvantaged (TD) as a result of age, income or disability, where the individual cannot drive or has no access to other transportation options.

In St. Lucie County, a TD demand-response, ADA-compliant paratransit service is delivered through the St. Lucie County Board of County Commissioners' contract operator, Community Transit. This demand-response service incorporates an origin-to-destination reservation system requiring qualified clients to contact a Community Transit agent at least 24 hours in advance to schedule a trip. Trip reservations are accepted up to two weeks in advance.

The Americans with Disabilities Act (ADA) requires that the county's paratransit service complement the service area's fixed-route bus system. Federal Transit Administration guidelines stipulate this paratransit service be available to provide access to the fixed routes within three-fourths mile of each bus route.

The table below compares monthly paratransit ridership over the past two years.

Figure 3-2: On-Demand Monthly Ridership Comparison, FYs 2015-2017



	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
2015-16	9,977	9,743	9,652	10,082	8,586	9,465	8,279	8,927	10,425	10,746	9,611	9,715
2016-17	8,780	10,427	9,696	8,037	9,113	9,013	8,851	8,736	10,271	10,065	9,736	9,697
2017-18	8,486	10,226	7,083	10,419	9,380	9,486	10,185	9,450	10,347	10,539	10,202	10,148
2018-19	9,743	10,837	8,546	10,443	8,683	7,108	8,619	8,078	8,948			

3.1.3 Transit Vehicle Inventory

A summary of the transit vehicle inventory is provided in Appendix C.

3.1.4 Fare Structure

On Sept. 1, 2017, the St. Lucie County Board of County Commissioners authorized a multi-year pilot program making the entire county transit system fare-free, eliminating the fare box on both fixed-route and paratransit buses. A Florida Department of Transportation Service Development Grant, along with lower administrative costs realized by no longer collecting fares, offsets a substantial portion of the funding costs.

3.2 Other Transportation Providers

3.2.1 Indian River County Transit

The Indian River County Board of County Commissioners contracts with the Senior Resource Association, Inc. (SRA) to provide public transit services for Indian River County. The SRA is also designated as the county's Community Transportation Coordinator. Accordingly, the SRA provides fixed-route bus and demand-response paratransit service, branded respectively as the GoLine bus system and Community Coach paratransit service.

The GoLine bus system is comprised of 14 fixed routes designed to provide public transit access to area employment, schools, healthcare services, retail and food shopping, and recreational destinations.

GoLine buses operate weekdays from 6 a.m. to 7 p.m., and on Saturdays from 9 a.m. to 3 p.m. GoLine bus service is fare-free.

Community Coach is Indian River County's door-to-door, demand-response paratransit system. Similar to St. Lucie County's Community Transit, individuals interested in using this service must be qualified on the basis of age, disability or income. Community Coach requires trip reservations be made at least 48 hours in advance. Community Coach is free for its ADA-qualified clients and charges $2 per trip for non-ADA, Transportation Disadvantaged individuals.

3.2.2 Martin County Transit

The Martin County Board of County Commissioners contracts the fixed-route system, known as Marty, through MV Transit and consists of four routes connecting to adjoining St. Lucie and Palm Beach counties. Marty fares are 75 cents per boarding for a TD passenger, $1.50 per boarding for fixed-route service and $2 per boarding for express service into Palm Beach County. Books of bus passes are also available for a lower per-trip price.

As of Oct. 1, 2018, the Senior Resource Association, Inc (SRA) is the designated CTC for Martin County. The services operate Monday through Friday from 6 a.m. to 7:00 p.m., and 8 a.m. to 5 p.m. on Saturdays. A one-way fare is $1.00.

3.2.3 Expanding the Focus on Mobility

St. Lucie County has been very innovative in exploring new mobility programs to stay abreast of emerging technologies and travel patterns. In March 2018, the County launched a bike share program that uses a fleet of 50 bicycles spread between nine stations in Fort Pierce and Port St. Lucie. Stations have been placed to optimize use for transit riders, who can use the bikes to extend their bus trips once they reach a destination. The program is operated by private company Zagster, which reports that St. Lucie County has slightly fewer trips per month than bike share programs of similar size. (Insert Figure 5 from RMS study below this paragraph and make reference to it here.) The County is working to install more bike lanes to encourage bicycle use among residents.

In addition to bike stations, St. Lucie County has implemented "Direct Connect," a public-private partnership with Lyft and local taxi drivers, to provide after-hours and weekend service for eligible residents. Qualified trips include "education/job training, employment, non-emergency healthcare and life-sustaining activities." Launched in 2017 with money from the Florida Commission for the Transportation Disadvantaged, the program was paused in 2018 due to exhaustion of available funding of $300,000. The program operated a year and served 232 participants before its suspension. St. Lucie County was subsequently awarded an additional $100,000 and will soon enter into a contract with Uber to continue services.

Figure 3-3: Direct Connect Brochure

3.3 Trend and Peer Review Analyses

This performance evaluation consists of two parts: an analysis of St. Lucie's transit system performance over a specified time frame (trend analysis) and a comparison of performance of St. Lucie's system with other transit systems with similar characteristics (peer review analysis). The trend and peer analyses cover the five-year period of 2012-2017. Both analyses were conducted for St. Lucie's fixed-route system; a trend analysis was conducted for the demand response system.

Table 3-1 details the general performance, effectiveness, and efficiency measures used. Data were derived from Florida Transit Information System (FTIS) Urban Integrated National Transit Database (Urban iNTD) reports.

Table 3-1: Trend and Peer Indicators

General Performance	Effectiveness	Efficiency
Service Area Population	Passenger Trips per Capita	Operating Expense per Capita
Service Area Size (sq. mi.)	Passenger Trips per Revenue Mile	Operating Expense per Passenger Trip
Service Area Population Density	Passenger Trips per Revenue Hour	Operating Expense per Passenger Mile
Passenger Trips	Average Speed (RM/RH)	Operating Expense per Revenue Mile
Passenger Miles	Average Headway (minutes)	Operating Expense per Revenue Hour
Vehicle Miles	Average Age of Fleet (years)	Farebox Recovery (%)
Revenue Miles	Average Trip Length (miles)	Revenue Miles per Vehicle Mile
Vehicle Hours	Revenue Miles Between Incidents	Vehicle Miles per Gallon
Revenue Hours	Revenue Miles Between Failures	Average Fare
Route Miles	Revenue Miles per Route Mile	
Total Operating Expense	Weekday Span of Service (hours)	
Total Employee FTEs		
Vehicles Available for Max. Service		
Vehicles Operated in Max. Service		
Spare Ratio (%)		

3.3.1 Trend Analysis

A trend analysis is a useful and important tool for monitoring and improving transit system performance. The purpose of a trend analysis is to understand how a transit system's performance has changed over time.

Tables in this section display general performance, effectiveness, and efficiency measures accompanied by a brief description of the data and trend highlights. A summary table of the comprehensive results by indicator and percent change over the five-year period is included. The summary table indicates positive, negative, and neutral results with results less than five percent considered to be neutral.

3.3.1.1 Fixed-Route Trend Analyses

3.3.1.1.1 General Performance Measures

General performance indicators present data related to overall system performance. The results from the analysis are presented in Table 3-2.

Table 3-2: Fixed-Route Trend Analysis – General Indicators, 2012–2017

Measures	2012	2013	2014	2015	2016	2017	% Change 2017–2012
Service Area Population	280,379	283,866	283,866	291,028	298,563	306,507	9.32%
Service Area Size (sq. mi.)	572	572	572	572	572	572	0%
Service Area Density	490	496	496	509	522	536	9.38%
Passenger Trips	152,561	170,131	186,093	187,142	180,149	204,726	34.19%
Passenger Miles	1,491,060	2,040,520	2,572,027	2,434,980	2,612,161	1,242,296	-16.68%
Vehicle Miles	321,621	326,494	324,967	326,154	378,431	476,552	48.17%
Revenue Miles	307,313	313,486	311,977	312,968	364,597	459,203	49.43%
Vehicle Hours	22,127	22,590	22,743	22,679	25,916	29,859	34.94%
Revenue Hours	21,576	22,087	22,072	22,176	25,392	29,111	34.92%
Route Miles	85	84	84	84	102	114	34.27%
Total Operating Expense	$1,508,793	$1,527,426	$1,544,934	$1,527,427	$1,862,649	$2,325,519	54.13%
Total Employee FTEs	21.34	23.18	22.48	18.96	25.85	28.87	35.28%
Vehicles Available for Max. Service	14	12	12	12	14	15	7.14%
Vehicles Operated in Max. Service	8	8	8	8	9	9	12.5%
Spare Ratio (%)	75	50	50	50	55.56	66.67	-11.11%

Source: NTD FTIS

The purpose and fundamentals of the selected performance measures are defined below, as described by FTIS and FTA:

- Service Area Population – population in service area
- Service Area Size – Measure of access to transit service in terms of boundaries of coverage
- Service Area Density – Service area population divided by service area size
- Passenger Trips – Annual number of passenger boardings on transit vehicles; a trip is counted each time a passenger boards a transit vehicle; therefore, if a passenger transfers between buses to reach a destination, that passenger is counted as making two passenger trips.
- Passenger Miles – Number of annual passenger trips multiplied by system's average trip length (in miles); provides a measure of total number of passenger miles of transportation service consumed.
- Vehicle Miles – Total distance traveled annually by revenue service vehicles; includes both revenue miles and "deadhead miles," miles driven from vehicle's parked location to beginning of route, or other miscellaneous miles not considered to be in direct revenue service.
- Revenue Miles – Number of annual miles of vehicle operation while in active service (available to pick up revenue passengers); excludes deadhead miles.

- Vehicle Hours – Total hours of operation by revenue service vehicles, including hours consumed in passenger service and deadhead travel.
- Revenue Hours - Total hours of operation by revenue service vehicles in active revenue service.
- Route Miles – Number of directional route miles as reported in NTD data; defined as mileage that service operates in each direction over routes traveled by public transportation vehicles in revenue service.
- Total Operating Expense – Reported total spending on operations, including administration, maintenance, and operation of service vehicles.
- Total Employee FTEs – Total number of payroll employees of transit agency in terms of full-time equivalents (FTEs); useful to note that increasing tendency to contract out for services may result in significant differences in this measure between otherwise similar properties.
- Vehicles Available for Maximum Service - Number of vehicles available for use by the transit agency to meet the annual maximum service requirement. Vehicles available for maximum service include spares, out-of-service vehicles, and vehicles in or awaiting maintenance, but exclude vehicles awaiting sale and emergency contingency vehicles.
- Vehicles Operated in Maximum Service – Number of revenue vehicles operated to meet annual maximum service requirement.
- Spare Ratio - This measure is an indicator of the number of spare vehicles available for service. A spare ratio of approximately 20 percent is considered appropriate in the industry. However, this varies depending on the size and age of fleet as well as the condition of equipment.

Following is a summary of selected fixed-route performance trend indicators:

- Vehicle miles and revenue miles increased almost 50% between 2012-2017.
- Total operating expense increased more than 50% between 2012-2017.
- Passenger miles decreased more than 50% between 2016-2017.
- Vehicle miles and revenue miles increased more than 25% between 2016-2017.
- Total operating expense increased almost 25% between 2016-2017.

The increase in vehicle miles and revenue miles are indicators of service expansion.

3.3.1.1.2 Effectiveness Measures

Effectiveness measures indicate how well service-related goals are being met. These measures are presented in Table 3-3.

Table 3-3: Fixed-Route Trend Analysis – Effectiveness Measures, 2012-2017

Measures	2012	2013	2014	2015	2016	2017	% Change 2017–2012
Service Consumption							
Passenger Trips per Capita	0.54	0.60	0.66	0.64	0.60	0.67	22.75%
Passenger Trips per Revenue Mile	0.50	0.54	0.60	0.60	0.49	0.45	-10.19%
Passenger Trips per Revenue Hour	7.07	7.70	8.43	8.44	7.09	7.03	-0.54%
Quality of Service							
Average Speed (RM/RH)	14.24	14.19	14.13	14.11	14.36	15.77	10.75%
Average Headway (mins)	44.86	44.28	44.47	n/a	47.45	48.35	7.77%
Average Age of Fleet (years)	8.87	1.00	2.00	3.00	3.71	4.87	-45.11%
Revenue Miles Between Failures	9,038.62	39,185.75	44,568.14	62,593.60	72,919.40	38,266.92	323.37%
Availability							
Revenue Miles per Route Mile	3,606.96	3,740.88	3,722.88	3,734.70	3,567.49	4,014.01	11.29%
Weekday Span of Service (hours)	11.00	11.00	11.00	11.00	14.00	14.00	27.27%

Source: NTD FTIS

The purpose and fundamentals of the selected effectiveness measures are defined below, as described by FTIS:

- Passenger Trips Per Capita – Average number of transit boardings per person per year; number is larger in areas where public transportation is emphasized and in areas where there are more transit dependents and is a measure of the extent to which the public uses transit in a given service area.
- Passenger Trips per Revenue Mile – Ratio of passenger trips to revenue miles of service; influenced by levels of supply and demand of service provided.
- Passenger Trips Per Revenue Hour – Ratio of passenger trips to revenue hours of operation; reports on effectiveness of service since hours are better representation of resources consumed in providing service.
- Average Headway – Average of scheduled time intervals between any two revenue vehicles operating in the same direction on a route:
- Average Speed - Average speed of vehicles in revenue service operation
- Revenue Miles Per Route Mile - Number of revenue miles divided by the number of directional route miles of service; an indicator of the availability of transit service.
- Revenue Miles Between Failures – Number of revenue miles divided by number of vehicle system failures; indicator of average frequency of delays because of problems with equipment.
- Average Age of Fleet - The number of active vehicles of each fleet of the same mode and service type multiplied by their years of manufacture, divided by the total active vehicles.
- Weekday Span of Service - The number of hours that transit service is provided on a representative weekday in the operation of the transit agency.

Following is a summary of selected fixed-route effectiveness trend indicators.

- Passenger trips per capita increased 23% between 2012 and 2017.
- Passenger trips per revenue hour were highest in 2014/2015.
- Revenue miles between failures increased dramatically between 2012-2017.
- The average age of the fleet decreased significantly between 2012-2017.

The addition of a new route and the expansion of hours resulted in an overall increase in service supply and consumption. Revenue miles between failures increased due to the addition of new fleet.

3.3.1.1.3 Efficiency Measures

Efficiency measures assess the level of resources used for production and operation of service. These measures are presented in Table 3-4.

Table 3-4: Fixed-Route Trend Analysis – Efficiency Measures, 2012-2017

Measures	2012	2013	2014	2015	2016	2017	% Change 2017–2012
Cost Efficiency							
Operating Exp. per Capita	$5.38	$5.37	$5.44	n/a	$6.24	$7.59	40.99%
Operating Exp. per Passenger Trip	$9.89	$8.98	$8.30	$8.16	$10.34	$11.36	14.86%
Operating Exp. per Passenger Mile	$1.01	$0.75	$0.60	$0.63	$0.71	$1.87	85%
Operating Exp. per Revenue Mile	$4.91	$4.87	$4.95	$4.88	$5.11	$5.06	3.15%
Operating Exp. per Revenue Hour	$69.93	$69.16	$70.00	$68.88	$73.36	$79.88	14.24%
Operating Ratios							
Farebox Recovery (%)	12.65	13.64	14.31	14.68	11.06	9.99	21.08%
Vehicle Utilization							
Revenue Miles per Vehicle Mile	0.96	0.96	0.96	0.96	0.96	0.96	0.85%
Energy Utilization							
Vehicle Miles per Gallon	6.88	4.99	4.87	4.79	4.92	5.30	-22.93%
Fare							
Average Fare	$1.25	$1.22	$1.19	$1.20	$1.14	$1.13	-9.36%

Source: NTD FTIS

The purpose and fundamentals of the selected efficiency measures are defined below, as described by FTIS:

- Operating Expense per Service Area Capita – Measure of resource commitment to transit by community; determined by dividing annual operating budget by service area population.
- Operating Expense per Passenger Trip – Impact of trip length on performance; determined by operating expense divided by number of passenger miles.
- Operating Expense per Passenger Mile – Operating expense divided by number of passenger miles; takes into account impact of trip length on performance, as some operators provide lengthy trips and others provide short trips.

- Operating Expense per Revenue Mile – Efficiency with which service delivered; determined by dividing operating expense by number of revenue miles of service.
- Farebox Recovery Percentage – Share of total operating costs covered by passenger fares; ratio of passenger fare revenue to total operating expenses.
- Revenue Miles per Vehicle Mile – Reflects how much of total vehicle operation is in passenger service; higher ratios are favorable, but garage location, training needs, and other considerations may influence ratio.
- Revenue Miles per Total Vehicles – Total revenue miles of service provided by each vehicle available for maximum service.
- Revenue Hours per Employee FTE – Ratio of total revenue hours of service to system total FTEs, reflects overall labor productivity.
- Passenger Trips per Employee FTE – Ratio of total passenger trips to system total FTEs, another measure of overall labor productivity.
- Vehicle Miles per Gallon – Vehicle miles of service divided by total gallons consumed; measure of energy utilization.
- Average Fare – Passenger fare revenues divided by total number of passenger trips.

Following is a summary of St. Lucie County's efficiency trend analysis.

- Operating expense per capita increased 41% between 2012-2017.
- Vehicle miles per gallon decreased 23% between 2012-2017
- Operating expense per passenger mile increased 85% between 2012-2017 and 163% from 2016-2017.
- Operating expense per capita increased 22% from 2016-2017.

Significant increases were experienced in operating expenses.

3.3.1.1.4 Summary Results of Fixed-Route Trend Analysis

Table 3-5 provides a summary of the trend analysis for St. Lucie County's fixed route system. Although the system continues to grow, as evidenced by increases in performance indicators, operating expenses also grew, which presents challenges to the efficient operation of the system.

Table 3-5: Summary of Fixed-Route Trend Analysis, 2012–2017

Measure	% Change (2012-2017)	Indicator*
General Performance		
Passenger Trips	34%	
Passenger Miles	-17%	
Vehicle Miles	48%	
Revenue Miles	49%	
Vehicle Hours	35%	
Revenue Hours	35%	
Route Miles	34%	
Total Employee FTEs	35%	
Total Operating Expense	54%	
Vehicles Operated in Maximum Service	13%	
Vehicles Available for Maximum Service	7%	
Spare Ratio	-11%	
Service Consumption		
Passenger Trips per Capita	23%	
Passenger Trips per Revenue Mile	-10%	
Passenger Trips per Revenue Hour	-1%	
Quality of Service		
Average Age of Fleet	-45%	
Average Headway (in minutes)	8%	
Average Speed	11%	
Revenue Miles Between Failures	323%	
Availability		
Weekday Span of Service (in hours)	27%	
Revenue Miles per Route Mile	11%	
Cost Efficiency		
Operating Expense per Capita	41%	
Operating Expense per Passenger Trip	15%	
Operating Expense per Passenger Mile	85%	
Operating Expense per Revenue Mile	3%	
Operating Expense per Revenue Hour	14%	
Operating Ratios		
Farebox Recovery (%)	-21%	
Vehicle Utilization		
Revenue Miles per Vehicle Mile	0%	

Measure	% Change (2012-2017)	Indicator*
Energy Utilization		
Vehicle Miles per Gallon	-23%	
Fare		
Average Fare	-9%	

*Indicates a positive negative , or neutral trend.

3.3.1.2 Demand Response Trend Analysis

Following is a summary of St. Lucie County's demand response performance trend analysis.

- Number of passenger trips peaked in 2013/2014.
- Passenger miles were highest in 2017.
- Vehicle miles increased steadily since 2017.
- Passenger miles increased 85% between 2012 and 2017.
- Revenue miles experienced a 17% increase between 2012 and 2017.
- Total operating expense increased 26% between 2012 and 2017.
- Revenue hours increased 17% between 2012 and 2017.

The increase in passenger miles, vehicle miles, revenue miles, vehicle hours, and vehicle miles are indicators of service expansion. Total Operating Expense increased significantly.

Table 3-6: Demand Response Trend Analysis – Performance Indicators, 2012–2017

Measures	2012	2013	2014	2015	2016	2017	% Change 2017–2012
Service Area Population	280,379	283,866	283,866	291,028	298,563	306,507	9.32%
Service Area Size (sq. mi.)	572	572	572	572	572	572	0%
Service Area Density	490	496	509	522	536	536	8.59%
Passenger Trips	100,646	103,676	103,410	100,199	101,758	99,662	-0.98%
Passenger Miles	503,683	499,203	524,445	510,596	541,312	929,553	84.55%
Vehicle Miles	535,850	537,825	541,472	563,430	581,144	587,262	9.59%
Revenue Miles	457,996	476,775	474,789	493,909	532,684	533,652	16.52%
Vehicle Hours	33,213	34,376	34,696	38,421	41,364	37,060	11.58%
Revenue Hours	29,735	30,803	30,998	33,000	34,736	34,760	16.9%
Total Operating Exp.	$2,379,518	$2,6525,491	$2,735,438	$2,711,452	$2,747,294	$3,006,603	26.35%
Total Employee FTEs	36.11	36.08	37.93	35.28	38.75	35.11	-2.77%
Vehicles Available for Max. Service	39	39	39	40	40	46	17.95%
Vehicles Operated in Max. Service	25	24	24	24	24	24	-4%
Spare Ratio (%)	56.00	62.50	62.50	66.67	66.67	91.67	63.69%

Source: NTD FTIS

Following is a summary of St. Lucie County's demand response effectiveness trend analysis.

- Passenger trips per capita decreased 9% since 2012.
- Passenger trips per revenue mile and passenger trips per revenue hour both decreased 15% between 2012 and 2017.
- Weekday span of service increased 27%.

The increase in the availability of service due to extended hours was offset by decreases in service consumption.

Table 3-7: Demand Response Trend Analysis – Effectiveness Measures, 2012–2017

Measures	2012	2013	2014	2015	2016	2017	% Change 2017 –2012
Service Consumption							
Passenger Trips per Capita	0.36	0.37	0.36	0.34	0.34	0.33	-4.6%
Passenger Trips per Revenue Mile	0.22	0.22	0.22	0.20	0.19	0.19	-2.24%
Passenger Trips per Revenue Hour	3.38	3.37	3.34	3.04	2.93	2.87	-2.13%
Quality of Service							
Average Speed (RM/RH)	15.40	15.48	15.32	14.97	15.34	15.35	0.11%
Average Age of Fleet (years)	4.77	5.77	2.05	2.60	3.13	4.04	29.14%
Revenue Mile between Failures	19,912.87	18,337.50	12,832.14	30,869.31	25,365.90	17,788.40	-29.87%
Availability							
Weekday Span of Service (hours)	11.00	11.00	11.00	11.00	11.00	14.00	27.27%

Source: NTD FTIS

Following is a summary of St. Lucie County's demand response efficiency trend analysis.

- Operating expense per capita increased 16% since 2012.
- Operating expense per passenger trip increased 28% since 2012.
- Operating expense per revenue mile and operating expense per revenue hour each increased 8% since 2012.
- Operating expense per passenger mile decreased 32% since 2012.
- Farebox recovery percentage decreased by 58% between 2012 and 2017.
- Revenue miles per vehicle miles increased 6%.
- Vehicle miles per gallon decreased 9%.
- Average fare decreased 47%.

Increases were experienced for most cost efficiency indicators. Operating expense increases were partially offset by vehicle utilization increases. The average fare decrease reflects the recent establishment of the County's fare-free program.

Table 3-8: Demand Response Trend Analysis – Efficiency Measures, 2012-2017

Measures	2012	2013	2014	2015	2016	2017	% Change 2017–2012
Cost Efficiency							
Operating Exp. per Capita	$8.49	$9.25	$9.67	n/a	$9.20	$9.81	15.58%
Operating Exp. per Passenger Trip	$23.64	$25.32	$26.45	$27.06	$27.00	$30.17	27.60%
Operating Exp. per Passenger Mile	$4.72	$5.26	$5.22	$5.31	$5.08	$3.23	-31.53%
Operating Exp. per Revenue Mile	$5.20	$5.51	$5.76	$5.49	$5.16	$5.63	8.44%
Operating Exp. per Revenue Hour	$80.02	$85.23	$88.25	$82.17	$79.09	$86.50	8.09%
Operating Ratios							
Farebox Recovery (%)	3.25	2.24	2.28	1.98	1.66	1.36	-58.24%
Vehicle Utilization							
Revenue Miles per Vehicle Mile	0.85	0.89	0.88	0.88	0.92	0.91	6.32%
Energy Utilization							
Vehicle Miles per Gallon	7.70	7.98	7.43	7.01	7.21	7.03	-8.7%
Fare							
Average Fare	$0.77	$0.57	$0.60	$0.54	$0.45	$0.41	-46.72%

Source: NTD FTIS

3.3.1.2.1 Summary Results of Demand Response Trend Analysis

Table 3-9 provides a summary of the trend analysis for St. Lucie County's demand-response system. Similar to the fixed-route system, the demand-response system continues to grow and operating expense grew at a faster pace, which presents challenges to the efficient operation of the system.

Table 3-9: Summary of Demand Response Trend Analysis, 2012–2017

Measure	% Change (2012-2017)	Indicator*
General Performance		
Passenger Trips	-1%	○
Passenger Miles	85%	●
Vehicle Miles	10%	●
Revenue Miles	17%	●
Vehicle Hours	12%	●
Revenue Hours	17%	●
Total Employee FTEs	-3%	○
Total Operating Expense	26%	●
Vehicles Operated in Maximum Service	-4%	○
Vehicles Available for Maximum Service	18%	●
Spare Ratio	64%	●
Service Consumption		
Passenger Trips per Capita	-9%	●
Passenger Trips per Revenue Mile	-15%	●
Passenger Trips per Revenue Hour	-15%	●
Quality of Service		
Average Age of Fleet	-15%	●
Average Speed	0%	○
Revenue Miles Between Failures	-11%	●
Availability		
Weekday Span of Service (in hours)	27%	●
Cost Efficiency		
Operating Expense per Capita	16%	●
Operating Expense per Passenger Trip	28%	●
Operating Expense per Passenger Mile	-32%	●
Operating Expense per Revenue Mile	8%	●
Operating Expense per Revenue Hour	8%	●
Operating Ratios		
Farebox Recovery (%)	-58%	●
Vehicle Utilization		
Revenue Miles per Vehicle Mile	6%	●
Energy Utilization		
Vehicle Miles per Gallon	-9%	●
Fare		
Average Fare	-47%	●

*Indicates a positive ●, negative ●, or neutral ○ trend.

3.3.2 Peer Review Analysis

A peer review analysis was performed for the fixed-route service provided in St. Lucie County. The peer analysis, like the trend analysis, was conducted using data from the Urban NTD. Selected performance, effectiveness, and efficiency measures are provided throughout this section in tabular format to compare service indicators relative to various industry peers. For each selected indicator and measure, the tables provide the value for St. Lucie County, the minimum value among the peer group, the maximum value among the peer group, the peer group mean, and the percentage away from the mean for St. Lucie's value.

The method used to conduct the peer selection was based on the established standard methodology documented in Transit Cooperative Research Program (TCRP) Report 141, "A Methodology for Performance Measurement and Peer Comparison in the Public Transportation Industry." This methodology helps transit agencies to identify the strengths and weaknesses of their organizations, set goals or performance targets, and identify best practices to improve performance.

Four screen factors were used to ensure that potential peers operate in a similar manner as St. Lucie County. The first screen eliminated agencies that operate rail. The second screen confined the "Select Benchmarking Level" to "motorbus" instead of "agency wide" as specified in the Urban iNTD Quick Guide. Under the third screen, likeness scores were calculated using the Urban iNTD spreadsheet tool. For instance, a score of "0" would indicate that the peer and St. Lucie County's values are exactly alike, and a score of "1" indicates that the potential peer's value is twice that of St. Lucie County. The likeness scores are interpreted as follows:

- Less than 0.50 – Good Match
- 0.50–0.74 – Satisfactory Match
- 0.75–0.99 – Poor Match
- Greater than 0.99 – Unmatched

Based on the TCRP methodology, peer agencies with total likeness scores of 0.50 or less were selected. Since only one transit agency had a likeness score less than 0.50, the likeness score threshold was raised to 0.74, resulting in a total of 10 peers as shown in Table 3-10.

Table 3-10: Selected Peer Systems for St. Lucie Transit Peer Review Analysis

System	Location
Lebanon Transit	Lebanon, PA
Fayetteville Area System of Transit (FAST)	Fayetteville, NC
City of Huntsville – Public Transportation Division	Huntsville, AL
Western Piedmont Regional Transit Authority (WPRTA)	Conover, NC
Martin County (MARTY)	Stuart, FL
Terre Haute Transit Utility	Terre Haute, IN
Clemson Area Transit (CAT)	Clemson, SC
Asheville Redefines Transit (ART)	Asheville, NC
Hill Country Transit District (The Hop)	San Saba, TX
Concho Valley Transit District	San Angelo, TX

3.3.2.1 General Performance Indicators

General Performance measures for the peer review analysis are presented in Table 3-11.

Table 3-11: General Performance Indicators, 2017

Performance Measures	Peer Min	St. Lucie	Peer Max	Mean	St. Lucie % from Mean
Service Area Population	27,883	306,507	395,300	177,360	73%
Service Area Size (sq. mi.)	17	572	15,355	2,426	-76%
Service Area Density	10	536	3,312	1,279	-58%
Passenger Trips	60,477	204,726	2,125,214	696,833	-71%
Passenger Miles	435,330	1,242,296	6,940,800	2,704,933	-54%
Vehicle Miles	275,691	476,552	1,277,552	585,454	-19%
Revenue Miles	269,165	459,203	1,221,278	561,731	-18%
Vehicles Hours	16,237	29,859	95,077	40,157	-26%
Revenue Hours	15,598	29,111	92,472	38,951	-25%
Route Miles	80	114	218	137	-17%
Total Operating Expense	940,545	$2,325,519	6,413,301	2,799,805	-17%
Total Employee FTEs	17	28.87	79	38	-24%
Vehicles Available for Maximum Services	7	15	31	18	-17%
Vehicles Operating in Maximum Services	5	9	24	12	-25%
Spare Ratio	17	66.67	75	50	33%

Source: NTD FTIS

The following is a summary of the peer review general performance indicators:

- Service area population for St. Lucie County is 73% larger than the peer group average.
- Service area density is 58% less dense than the group mean.

- St. Lucie County completed 71% fewer passenger trips.
- St. Lucie County's total operating expense was 17% less than the peer average.
- In general, St. Lucie County lagged its peer group average in performance metrics; however, St. Lucie's operating expense also was less and St. Lucie had fewer full-time employees and fewer vehicles available.
- Vehicle miles and revenue miles are used to measure an agency's supply of service, both of which are lower for St. Lucie County than for its peers. Service productivity is likely affected by the County's lower density and lower total operating expense relative to its peer group.

3.3.2.2 Effectiveness Measures

The categories selected to measure effectiveness are shown in Table 3-12.

Table 3-12: Effectiveness Measures, 2017

Effectiveness Measures	Peer Min	St. Lucie	Peer Max	Mean	St. Lucie % from Mean
Service Consumption					
Passenger Trips Per Capita	0.40	0.67	62.91	10.16	-93%
Passenger Trips Per Revenue Mile	0.22	0.45	2.56	1.01	-55%
Passenger Trips Per Revenue Hour	3.79	7.03	32.64	14.56	-52%
Quality of Service					
Average Speed (RM/RH)	12.75	15.77	17.93	14.94	6%
Average Headway (minutes)	23.52	48.35	78.02	51.63	-6%
Average Age of Fleet (years)	2.88	4.87	8.94	6.27	-22%
Revenue Miles Between Failures	2,672.51	38,266.92	68,538.30	19,716.62	94%
Availability					
Revenue Miles per Route Mile	2,398.78	4,014.01	7,214.56	4,090.91	-2%
Weekday Span of Service (hours)	12.00	14.00	20.17	15.57	-10%

Source: NTD FTIS

- St. Lucie County's passenger trips per capita were 93% less than the group mean.
- St. Lucie County's passenger trips per revenue mile and passenger trips per revenue hour were 55% and 52%, respectively, less.
- Revenue miles between failures were above peer group average by 94%.

The fact that passenger trips per capita for St. Lucie County are below the peer group mean indicates that the supply of service is less than what is typically experienced in similar areas. More revenues miles between failures reflect the relative newness of St. Lucie County's fleet.

3.3.2.3 Efficiency Measures

The following summarizes the results of the efficiency portion of the peer review analysis, as shown in Table 3-13.

Table 3-13: Efficiency Measures, 2017

Efficiency Measures	Peer Min	St. Lucie	Peer Max	Mean	St. Lucie % from Mean
Cost Efficiency					
Operating Expense Per Capita	$4.64	$7.59	$124.72	$29.64	-74%
Operating Expense Per Passenger Trip	$1.98	$11.36	$15.55	$7.07	61%
Operating Expense Per Passenger Mile	$0.64	$1.87	$4.66	$1.61	16%
Operating Expense Per Revenue Mile	$3.49	$5.06	$6.00	$4.90	3%
Operating Expense Per Revenue Hour	$57.85	$79.88	$101.70	$73.14	9%
Operating Ratios					
Farebox Recovery (%)	$4.67	$9.99	$18.33	$10.28	-3%
Vehicle Utilization					
Revenue Miles Per Vehicle Mile	$0.87	$0.96	$1.00	$0.96	0%
Energy Utilization					
Vehicle Miles Per Gallon	$4.55	$5.30	$11.23	$5.79	-8%
Fare					
Average Fare	$0.31	$1.13	$1.13	$0.67	69%

Source: NTD FTIS

- St. Lucie County's operating expense per capita was 74% less than group average.
- Operating expense per passenger trip was 61% more than group average.
- Operating expense per passenger mile was 16% above group average.
- Operating expense per revenue hour was 9% above group average.
- Revenue miles per vehicle mile were about same for all peer agencies.
- St. Lucie County's fare was 69% above group average.

Operating expense per capita is typically used to measure the level of investment in public transportation for any given community. St. Lucie County's operating expense per capita is on the lower end of its peer group.

Operating expense per passenger trip is significantly above the peer group average. This may be affected by the challenge of servicing a large geographic area.

3.3.2.4 Summary Results of St. Lucie County's Peer Review Analysis

Table 3-14 provides a summary of the fixed-route peer review analysis for St. Lucie County's transit system. The summary indicates the percent that St. Lucie is away from the peer group mean for each performance measure. In general, St. Lucie County ranks higher than its peers in the Quality of Service, category but lower in various other categories.

Table 3-14: St. Lucie Transit Fixed-Route Peer Review Analysis, 2017

Performance Indicators/Measure	Percent Away From Mean	Indicator*
Performance		
Service Area Population	73%	N/A
Service Area Size (square mile)	-76%	N/A
Service Area Density	-58%	N/A
Passenger Trips	-71%	
Passenger Miles	-54%	
Vehicle Miles	-19%	
Revenue Miles	-18%	
Vehicle Hours	-26%	
Revenue Hours	-25%	
Route Miles	-17%	
Total Operating Expense	-17%	
Total Employee FTEs	-24%	
Vehicles Available for Maximum Service	-17%	N/A
Vehicles Operated in Maximum Service	-25%	N/A
Spare Ratio	33%	
Service Consumption		
Passenger Trips Per Capita	-93%	
Passenger Trips Per Revenue Mile	-55%	
Passenger Trips Per Revenue Hour	-52%	
Quality of Service		
Revenue Miles Between Failures	94%	
Average Speed (RM/RH)	6%	
Average Headway (in minutes)	-6%	
Average Age of Fleet (in years)	-22%	
Availability		
Revenue Miles per Route Mile	-2%	
Weekday Span of Service (in hours)	-10%	
Cost Efficiency		
Operating Expense Per Capita	-74%	
Operating Expense Per Passenger Trip	61%	
Operating Expense Per Passenger Mile	16%	
Operating Expense Per Revenue Mile	3%	
Operating Expense Per Revenue Hour	9%	
Operating Ratios		
Farebox Recovery (%)	-3%	

Performance Indicators/Measure	Percent Away From Mean	Indicator*
Vehicle Utilization		
Revenue Miles Per Vehicle Mile	0%	
Energy Utilization		
Vehicle Miles Per Gallon	-8%	
Fare		
Average Fare	69%	

*Indicates a positive, negative standing within the peer group. N/A means not applicable.

3.3.3 Transit Operations Analysis and New Mobility Planning Peer Review

The *Transit Operations Analysis and New Mobility Planning* (July 2018) study provided a detailed analysis of current performance for the County's public transit system. The study benchmarked the county's transit service and performance with peer transit agencies using NTD data. The study identified almost 30 peer agencies for analysis; the selection was based primarily on service area population and density. Year 2016 data, the most current available, were used. The peer review analysis resulted in the following observations:

- Transit service in St. Lucie County prioritizes demand-response service over fixed-route service.
- St. Lucie is spending comparatively less on fixed-route service and more on demand-response services than its peers.
- Cost of providing demand-response service is higher than average when compared with peer agencies.
- Cost of providing fixed-route service is slightly higher than average when compared with peer agencies.
- Land use and density make it difficult to provide efficient public transit service in St. Lucie County under the current system.
- Most of St. Lucie County's transit users are captive. The County's fixed-route service operates with minimum one-hour headways that may make service less attractive to choice riders.
- St. Lucie County's transit ridership is increasing.
- St. Lucie County has not established service performance standards or a comprehensive framework for monitoring performance and evaluating transit service changes.
- Although ridership has grown, so have costs.

3.4 Summary and Conclusions

As evidenced by the data presented in this chapter, St. Lucie County's transit system has grown in the past four years, both in size and types of programs offered, but costs have risen as well. While the county's low density makes it difficult to provide efficient public transit service, ridership is growing, signaling a growing dependence on the service. The County prioritizes demand-response service over fixed routes, and it spends comparatively less on fixed routes and more on demand response than its peers. St. Lucie County ranks higher than its peers on quality of service, fares and vehicle utilization, but lower in various other categories.

Information included in the peer review analysis supports the development of TDP goals and objectives and needs plan alternatives. In addition, subsequent analysis of public outreach received throughout the TDP development process will supplement the data and information presented here. The combination of objective data analysis and public input ensures a strong balance of background information that will produce an achievable plan that meets the public transportation needs expressed by the community.

4.0 SITUATION APPRAISAL

4.1 Plans and Policy Review

In preparing this TDP Major Update, selected applicable federal, State, regional, and local plans, programs, and studies that influence transit operations, infrastructure, policy or funding were reviewed to identify relevant information pertaining to public transportation. Findings of this review have been summarized and are incorporated into the development of the TDP, which will help St. Lucie County better understand its operating environment.

4.1.1 Federal Plans and Policies

Fixing America's Surface Transportation (FAST) Act (2015)

The FAST Act establishes a federally funded surface transportation program that includes long-term funding for public transportation planning and investment. FTA changes resulting from the FAST Act include establishment of a pilot program for innovative coordinated access and mobility, the addition of resiliency and intercity bus into planning considerations, and the requirement for FTA to conduct a review of the safety standards and protocols used in public transportation systems.

FTA Title VI Circular (2012)

Title VI of the Civil Rights Act of 1964 protects people from discrimination based on race, color, and national origin in programs and activities receiving federal financial assistance. Title VI is a statutory and regulatory requirement, and all FTA grantees must comply with the provisions of Title VI. Although Title VI requirements overlap with environmental justice (EJ) requirements, Title VI requirements are broader in scope. The FTA Title VI Circular assists transit agencies in preparing documents that must be submitted to FTA to demonstrate compliance with Title VI.

FTA Environmental Justice (EJ) Circular (2012)

FTA is committed to following the principles of EJ, which include avoidance, minimization or mitigation of disproportionately high and adverse human health or environmental effects, including social and economic effects, on minority populations and low-income populations. FTA's EJ Circular features a variety of options for integrating EJ considerations into existing programs, planning, and project development processes.

4.1.2 State and Regional Plans and Policies

Martin County Transit Development Plan, 2014–2023 (2014)

A goal of the Martin County TDP is to continue building strong partnerships with community and private sector entities as well as transportation agencies in the region. The objectives to achieve this goal include coordinating regional public outreach efforts, encouraging the development of regional transit service, and supporting the South Florida Commuter Services program.

Indian River County Transit Development Plan 2019–2018 (2018)

One of Indian River County's transit goals is to pursue coordination activities with the region, other jurisdictions, and transportation providers. A strategy to achieve this goal is to identify areas for cooperative efforts with neighboring county transit systems.

Florida Commission for the Transportation Disadvantaged Five/Twenty Year Plan (2005)

The Five/Twenty Year Plan developed by the Florida Commission for the Transportation Disadvantaged addresses the transportation problems of the transportation disadvantaged (TD) population on a statewide basis. It is fully coordinated with local transit plans, is compatible with local government comprehensive plans, and seeks to ensure that the most cost-effective and efficient methods of providing transportation to the disadvantaged are programmed for development.

Florida Transportation Plan (2015)

The Florida Transportation Plan (FTP) developed by the Florida Department of Transportation (FDOT) is the long-range transportation plan for all of Florida and guides investment of State and Federal transportation funds. A goal of the FTP is "Transportation Solutions that Support Quality Places to Live, Learn, Work, and Play."

Treasure Coast Regional Planning Council Strategic Regional Policy Plan (1995)

This Plan emphasizes transportation's relationship to the overall regional system, e.g., the complex interrelationship between land use and the achievement of mobility and accessibility goals. It uses New Urbanism and Smart Growth principles to overcome the weaknesses of Florida's current growth management system, provide precise instructions for improving settlement patterns, protect the countryside, and build authentic towns, cities and villages.

2040 Regional Long Range Transportation Plan (RLRTP) (2017)

The 2040 RLRTP created a regional overlay and combined the 2040 Long Range Transportation Plans from the three Treasure Coast T/MPOs to identify regional projects that meet transportation needs and community goals pertaining to land use, economic development, environment (natural, human, and cultural), travel demand, safety, health, and social needs. Regional transit needs were identified by identifying existing transit routes with a regional focus.

4.1.3 Local Plans and Policies

City of Port St. Lucie Comprehensive Plan (2012)

The purpose of the Transportation Element of the City of Port St. Lucie's Comprehensive Plan is to plan for an efficient, safe, and coordinated multimodal transportation system that provides mobility for pedestrians, bicyclists, transit users, and motorized vehicle users. One of the policies of the Plan is to cooperate with other jurisdictions on the implementation of cost-effective transit service.

St. Lucie County Comprehensive Plan (2010)

The overall goal of St. Lucie County's Comprehensive Plan is to ensure the best living environment and community possible built on the needs and desires of the residents of St. Lucie County. An objective of the Plan is to maintain coordination and communication among agencies providing transportation to the transportation disadvantaged community.

City of Fort Pierce Comprehensive Plan (2011)

The goal of the Transportation Element of the Fort Pierce Comprehensive Plan is to provide a safe, convenient, effective, and energy efficient multimodal transportation system that is coordinated with future land use and provides mobility of people and goods. Several policies highlight the role of transit as an integral element of the transportation system.

Go2040 Long Range Transportation Plan (2016)

The St. Lucie TPO Go2040 LRTP identifies goals, objectives, and strategies to guide transportation investments over the next 20 years to make the TPO area more competitive, livable, and sustainable. The Plan summarizes the TDP and discusses the current and future needs of bus riders, mainly the need to travel across county lines and regionally. The LRTP is multimodal and addresses accommodations for all users from pedestrians to freight.

The Go2040 LRTP identified the need for additional travel capacity along the US-1 corridor. However, US-1 is a significantly constrained roadway in many areas and was determined to be cost-infeasible for roadway widening. Therefore, a context-sensitive approach was developed as a strategic alternative to roadway widening to achieve viable transportation options and enhanced efficiency. The resulting US-1 Corridor Retrofit project is envisioned to comprise many elements, including bus priority treatments and transit-supportive development.

St. Lucie Transportation Disadvantaged Service Plan (TDSP) (2018)

The St. Lucie TDSP addresses the public transportation needs of the TD community, those who cannot obtain transportation on their own due to physical or mental disabilities, income limitations or age and are dependent on public transportation. The mission of the TDSP is to provide a safe, efficient, and affordable coordinated transportation system that enhances mobility and accessibility.

Bike Rack Plan (2015)

The TPO's Bike Rack Plan was developed as part of a complete multimodal transportation plan that will result in connecting biking and walking, public transit options, and carpooling. Although bicycling is a sensible mode of transportation, surveys indicate that a barrier to bicycle travel is the lack of secure, safe bicycle parking spots. The Bike Rack Plan contributes to connectivity by identifying general locations for bicycle racks in public rights-of-way adjacent to bus stops in major activity centers.

Congestion Management Process (CMP) (2018)

The CMP provides the information necessary to identify areas with congestion or safety issues and to prioritize projects, which address these issues. Congestion leads to unreliable travel times, which negatively impacts the on-time performance of the bus system and, thus, is an important consideration for transit agencies. CMP projects typically do not involve the widening of roadway segments and are intended to be implemented more quickly than roadway widening projects.

Master Plan Update for the Treasure Coast International Airport (2011)

The goal of the Master Plan Update is to provide alternative options for airport development that address current and future demand, identify the role of the airport in the local, regional, and national aviation system, and provide potential use or re-use options for existing infrastructure and airport facilities. The airport is identified as a Major Activity Center in the TPO's Transportation Connectivity Study. Multimodal connections to the airport enhance the region's economic vitality.

St. Lucie Transportation Improvement Program (FY 2019/20 to FY 2023/24) (2019)

The Transportation Improvement Program (TIP) prioritizes State and federally funded transportation projects for a five-year time frame. This includes projects that improve the transportation system on a recurring basis such as road resurfacing as well as specific one-time projects that build new sidewalks, bus terminals, and roadways. The TIP includes a breakdown of transit funding that supports the equipment, service operations, and infrastructure needed for the continued and expanded transit system in St. Lucie County.

St. Lucie Economic Development Strategic Plan (2017)

This Plan describes the main strengths, weaknesses, opportunities, and threats related to St. Lucie County's economy. One of the Plan's objectives is to create options that expedite infrastructure for office and business park development.

Transportation Connectivity Study (2017)

The purpose of this study was to provide residents with more options for access to ensure that people can easily reach jobs, education, shopping, and other daily needs. The study supports multimodal options for people who walk, bicycle, or ride the bus.

Transit Operations Analysis and New Mobility Planning (2018)

St. Lucie County engaged RSM and Sam Schwartz Engineering consultants to analyze current performance and the potential for emerging technologies for improving the County's public transit services. The study found that by leveraging technology and transit supportive policy, the County is making great progress managing public transit services that harmonize with the County's values and development goals. To assist the County in building its capacity to provide public transit services, the study developed a set of observations and recommendations split between transit operations analysis and new mobility planning.

St. Lucie-Martin Regional Waterways Plan (2014)

The St. Lucie-Martin Regional Waterways Plan identifies and prioritizes waterway access needs and facilities for more than 120 miles of the Intracoastal Waterway, St. Lucie River, and various canals in the region. Under the guidance of a multi-disciplinary steering committee, the development of the plan included educational forums, public workshops, and a weeklong design studio. The Plan resulted in the development of a prioritized list of conceptual projects/actions to promote and maximize the economic vitality and public benefit of the waterways.

Transit Asset Management (TAM) Plan (2017)

The County's Transit Asset Management (TAM) Plan establishes the requirements for managing transit assets as mandated by the Federal Transit Administration (FTA). The Plan considers risk, life-cycle management, performance management, service levels, strategic alignment, and customer outreach.

4.2 Situation Appraisal

The TDP Rule requires that TDP major updates include an appraisal of factors within and outside the transit provider that affect the provision of transit service. The Rule states that, at a minimum, the Situation Appraisal should include the effects of land use and urban design patterns, State and local transportation plans, other governmental actions and policies, socioeconomic trends, organizational issues, and technology on the transit system as well as an estimate of the community's demand for transit.

The following situation appraisal documents factors that will help St. Lucie County better understand its local environment and the critical issues that could impact its programs over the next decade. The challenges and opportunities identified through the situation appraisal will be the basis for the formulation of service policies and alternatives. The situation appraisal was evaluated in the context of the following components:

- Land Use/Urban Design Patterns
- State and Local Transportation Plans
- Other Governmental Actions and Policies/Funding
- Socioeconomic Trends
- Organizational Issues
- Technology
- Regional Commuter Travel Patterns
- Passenger Rail Service
- Public Involvement

The assessment of these elements resulted in the identification of possible implications for St. Lucie County. The assessment and resulting implications are drawn from the following sources:

- Review of relevant plans, studies, and programs prepared at all levels of government
- Results of technical evaluations performed as part of the transit development planning process

- Outcomes of staff-level discussions
- Input gathered through public involvement activities

4.2.1 Land Use Design Patterns

Among the key factors that determine the success of a transit system are service area population and employment density. As expected, higher population and employment densities have a strong positive correlation with transit ridership. Low population densities characterize a large part of St. Lucie County. Only a few areas are higher density, and these areas are not concentrated but dispersed throughout the county. A similar observation is made about employment densities.

Transit-supportive land use may include increased densities and intensities, optimal mix of land uses, mixed-income transit-oriented development, and the development of a more complete, accessible network of sidewalks and bicycle paths to encourage walking and bicycling.

With the exception of downtown Fort Pierce, parking is plentiful in St. Lucie County due to the presence of expansive parking lots adjacent to all major land uses. The adoption of autonomous vehicle technology could result in an overabundance of parking facilities due to the freeing up of parking spaces.

Although the comprehensive plans of Fort Pierce, Port St. Lucie, and St. Lucie County all contain transit-supportive land use policies, gaps in connectivity due to lack of sidewalks, gated residential developments, and retail with expansive parking setbacks hamper the delivery of efficient transit service.

Implications: Transit-supportive land use policies must be formally integrated into the land use development review process and transit staff must become active partners in this process to ensure that transit-friendliness is a consideration in all major new development.

4.2.2 State and Local Transportation Plans

State, regional, and local transportation plans support the need for the creation of vibrant, sustainable, and prosperous communities. These plans acknowledge that public transportation provides critical services that connect all members of the community with employment, health, educational, and other important opportunities and services.

The TPO's Transportation Connectivity Study assessed options for access to major activity centers via complete streets and bus routes and found gaps in transit connectivity to South Hutchinson Island, Port St. Lucie Boulevard south of Gatlin Boulevard, and Crosstown Parkway. The Study also emphasized the need for improvements of St. Lucie Boulevard, a corridor of regional importance due to the location of the Treasure Coast International Airport and the corridor's proximity to the Port of Fort Pierce. Seaway Drive, the corridor that connects South Hutchinson Island to the mainland also impacts the Port of Fort Pierce.

The County's Transit Operations Analysis and New Mobility Planning study, conducted by a nationally recognized consultant in 2018, elaborates on the livability vision by providing guidance for future transit operations. The study provided a detailed analysis of current performance for the County's public transit system and benchmarked the system's performance with peer transit agencies using NTD data. Among the observations of the study are that transit service in St. Lucie County prioritizes demand response service over fixed-route service and that the cost of providing demand-response service is higher than average compared with peer agencies. Another key observation is that St. Lucie County has not established service performance standards or a comprehensive framework for monitoring performance and evaluating transit service changes.

Implications: St. Lucie County must continue to monitor best practices and make strides to evolve the current system from the traditional public transportation model to the new mobility paradigm by experimenting with micro-mobility projects and assessing its current prioritization of demand response service over fixed-route service. Establishing service performance and monitoring standards will assist in this effort.

4.2.3 Other Governmental Actions and Policies/Funding

In 2002, the Transit Municipal Services Taxing Unit (MSTU) was established to provide a mechanism to fulfill the local funding match requirements for State and Federal public transportation funding. Since then, St. Lucie County's transit network has grown from one route to seven fixed routes and para-transit services that traverse the entire county and provide connections with neighboring Martin and Indian River counties.

During County FY 2018, the Board of County Commissioners continued to approve expenditures from the General Fund to pay for a portion of the operational costs for the extended service hours. The Board has not increased the millage rate of the MSTU since 2011; the current millage rate is 0.1269. The transit MSTU provides the sole source of local funding used to meet the required grant matches.

Implications: Current funding levels must be maintained, and additional sources of funding, including the potential for an increase in the MSTU millage, must be considered.

4.2.4 Socio-economic Trends

St. Lucie County demographic characteristics are similar to statewide demographic characteristics in many respects. St. Lucie generally mirrors Florida's percentages of persons age 18 and under (20%), persons living below the poverty level (13%) and zero-vehicle households (6%). The proportion of St. Lucie County's minority population (approximately 43%) is slightly lower than Florida's, and its proportion of persons age 65 years and older (24%) is higher.

St. Lucie County has experienced increasing population growth, which is projected to continue. According to BEBR, the county's population could increase 15% by 2025 and 23% by 2030. Population growth in Port St. Lucie far outpaces population growth for Fort Pierce or the unincorporated areas of the county.

St. Lucie County is home to a significant transit-dependent population. Based on the TOI analysis detailed in Section 2, areas with high transit orientations include areas along US-1, north of Juanita Avenue, near Torino Parkway, east of Jenkins Road, and north of Paar Drive. These areas are characterized as having a high index of households exceeding the average levels for population living below the poverty level, households with zero vehicles available, and populations age 65 and over and 18 and younger.

The minority population in St. Lucie County has experienced rapid growth, with the Hispanic/Latino population more than doubling between 2000 and 2017. During the same period, the black/African-American population increased 40 percent and the white population decreased 28 percent.

Implications: In addition to attracting new riders, maintaining mobility for transit-dependent populations is a key consideration for future transit service. The provision of more frequent transit services will support the needs of both current and potential riders. St. Lucie County's continued transit success depends on its ability to tailor services that will expand its rider base and capture new transit markets and riders. The ability to access jobs from low-income areas such as northern Fort Pierce will continue to be a critical need for St. Lucie County going forward.

4.2.5 Organizational Issues

St. Lucie County's public transportation is organized as a full brokerage system. The County is the designated recipient of grant funding by the USDOT, FTA, and FDOT. The Council on Aging of St. Lucie/Community Transit is the contracted provider and is responsible for delivering operations such as reservations, trips, maintenance, and regulatory compliance. The County's Transit Division is responsible for grant management, third-party oversight, planning and implementation of the TDP, and public outreach.

Community Transit has provided service in St. Lucie County since 1990 and currently has two modes of transportation—traditional fixed-route service and door-to-door paratransit service. Transit services in the county were first established to provide access to health care for St. Lucie County's older population, and this has remained a key priority for the system. A single operator, Community Transit, historically has provided demand-response and fixed-route transit services.

Implications: The County should continue to expand its lineup of innovative, non-traditional mobility services to take advantage of emerging technologies, adapt to changing travel patterns, and supplement traditional fixed-route and paratransit service.

4.2.6 Technology

St. Lucie County has been innovative in exploring service enhancements and new programs using technology. The County is in the process of implementing a number of new technology projects to enhance the overall transit experience for its patrons.

To assist St. Lucie County in building its capacity to provide public transit services through transit automation, the Transit Operations Analysis and New Mobility Planning Study developed a set of

observations and recommendations, split between existing transit operations and new mobility opportunities. Several observations focused on the need to consider partnering with academic institutions or private companies to develop small-scale pilot projects, particularly as related to automated vehicles.

Implications: St. Lucie County will continue to monitor developments in technology that could improve county transit service. This includes exploring pilot projects with public and private entities that may help St. Lucie County understand the effects of New Mobility services on its current system.

4.2.7 Performance Analysis of Existing Service

The performance analysis of existing service consisted of an analysis of St. Lucie's transit system performance over a specified time frame (trend analysis) and a comparison of performance of St. Lucie's system with other transit systems with similar characteristics (peer review analysis). Both analyses covered the five-year period of 2012–2017.

In terms of trends, St. Lucie's transit system experienced an increase in passenger trips, vehicle miles, and revenue miles, all indicators of service expansion. The addition of a new route and the expansion of hours resulted in increases in service consumption and availability. Quality of service indicators all showed positive trends. Significant increases were experienced in operating expenses. Although the system continues to grow, as evidenced by increases in performance indicators, operating expenses also grew, which presents challenges to the efficient operation of the system.

For the peer analysis, the fact that passenger trips per capita for St. Lucie County are below the peer group mean indicates that the supply of service is less than what is typically experienced in similar areas. More revenues miles between failures reflect the relative newness of St. Lucie County's fleet.

Operating expense per capita is typically used to measure the level of investment in public transportation for any given community, and St. Lucie's operating expense per capita is on the lower end of its peer group. Operating expense per passenger trip is significantly above the peer group average, which may be affected by the challenge of servicing a large geographic area. In general, St. Lucie County ranked higher than its peers did in quality of service categories but lower in various other categories.

Implications: Information included in the trend and peer review analyses support the development of TDP goals and objectives and needs plan alternatives. In addition, subsequent analysis of public outreach received throughout the TDP development process will supplement the trend and peer analyses. The combination of objective data analysis and public input ensures a strong balance of background information that will produce an achievable plan that meets the public transportation needs expressed by the community.

4.2.8 Regional Commuter Travel Patterns

The number of commuters who live in one county but work in another is generally a good indicator of ridership potential for commuting to work by transit. Most people live and work in the same county;

however, there is significant regional commuting among St. Lucie, Martin, and Palm Beach counties. On a typical weekday, more than 17,000 St. Lucie County workers commute south to Martin County and almost 13,000 St. Lucie County workers commute south to Palm Beach County.

Implications: If new commuter transit services were provided connecting St. Lucie County with Palm Beach County, an increase in transit use could be expected.

4.2.9 Passenger Rail Service

The City of Fort Pierce has identified locations for potential Virgin Trains USA passenger rail stations in downtown Fort Pierce. Virgin Trains currently operates service from West Palm Beach to Miami along the east coast rail corridor and is looking to expand its service northward to Orlando, which would necessitate traversing St. Lucie County. Establishment of a passenger rail stop along this corridor would likely have a profound impact on the region, the county, and the transit system. A Fort Pierce passenger rail station would likely become a transit hub.

Implications: If a passenger rail station in downtown Fort Pierce comes to fruition, a review and potential redesign of some Treasure Coast Connector bus routes would be necessary.

4.2.10 Public Involvement

The goal of the *Bus Plus* public involvement effort has been to ensure equitable feedback, particularly from economically disadvantaged geographic areas of the community. Toward this end, numerous public involvement activities were conducted to gather input from area residents and transit users, including focus groups, public meetings, and an on-board surveys of transit riders. Several key themes emerged from this outreach, including needs for more service frequency/hours, new service ideas to fill first/last mile mobility gaps or provide express service, infrastructure improvements to improve comfort, safety, and accessibility, and expanded service coverage.

Implications: Public feedback emphasized the need for more frequency and extended service hours as high priorities. Expanded service to major activity centers both local and regional will help connect transit-dependent residents to a wider array of jobs and provide more flexibility for workers who rely on bus service. These improvements, along with technology applications, may help attract more choice riders and younger riders to the transit service.

4.2.11 Calculation of Farebox Recovery

After years of steady gains, the County's farebox recovery ratio declined in 2016 and in 2017, the year the Treasure Coast Connector began offering free public transportation trips as part of a two-year pilot program. An FDOT grant, along with lower administrative costs realized by no longer collecting fares, offset a substantial portion of the funding costs, although the transit system operating expense per capita rose in 2016 and 2017.

To evaluate the impact of the fare-free transit pilot program on transit service and overall community benefits, the County has contracted with TranSystems to study the potential benefits and concerns of continuing to operate a fare-free transit system after termination of the pilot program.

As part of its study, TranSystems will develop a list of performance measures that reasonably assess the impact of the fare-free pilot program and review the current key performance indicators currently used by St. Lucie County. The methodology will be documented so St. Lucie County or other agencies can replicate the process in the future.

TranSystems will compare capital and operating costs of collecting fare compared to the farebox recovery ratio. The financial analysis will also include an evaluation of impacts to funding formulae (i.e., Section 5307, block grant) due to increased ridership. The analysis will help inform discussions regarding the benefits and impacts of continuing fare-free transit service beyond the two-year pilot program.

Based on case study research and discussions throughout the study, a draft report will include potential funding opportunities to explore to continue to operate a fare-free transit system. TranSystems will document the funding process and commitment by St. Lucie County to currently fund the fare-free program. It is anticipated that an overview of other potential options to explore may include local sales tax, payroll tax, parking fees, employer/agency contributions, special assessments, transit operations fees, and others. The service analysis is targeted for completion in May/June 2019.

4.2.12 Transit Automation

Technological advances in transportation are transforming the urban landscape. These advancements may lead to great improvements in safety, transportation choices, and quality of life. Despite uncertainty about when and how these impacts will occur, transit agencies need to determine how best to address, respond to, and/or facilitate the resulting challenges and opportunities.

To facilitate transit automation and mitigate its challenges, FTA has developed a *Strategic Transit Automation Research Plan* that identifies a research agenda and outlines a strategy leveraging the strengths of the public sector, private sector, and academia. Five broad areas of use cases have been identified; including transit bus advanced driver assistance systems (ADAS), automated shuttles, automated maintenance and yard operations, automated mobility-on-demand service, and automated bus rapid transit (BRT). These areas represent a range of near- and long-term concepts as well as a range of automation levels and respond to interest expressed by stakeholders.

Florida is a leader among states in incorporating ACES in long-range planning activities. In 2016, the State of Florida passed a bill mandating that metropolitan planning organizations (MPOs) address AV technology in their LRTPs. Adopting and supporting innovative technologies and business practices supports all seven goals of the statewide *Florida Transportation Plan* developed by FDOT.

St. Lucie County recognizes the need to determine how best to address the challenges and opportunities presented by transit automation. The County commissioned a comprehensive analysis

of its bus system and future ACES opportunities described in a 2018 study entitled "Transit Operations Analysis and New Mobility Planning." Following are transit automation recommendations outlined in the study:

- Pursue New Mobility partnerships with a focus on meeting St. Lucie County goals and priorities.
- Explore pilot projects with private operators that may help St. Lucie County understand the effects of New Mobility services on its current system.
- Create a framework or roadmap for realizing the benefits of emerging technologies.
- Enhance fixed-route transit in New Mobility planning to avoid increasing congestion.
- Supplement, rather than replace, existing fixed-route services with New Mobility options.
- Consider grant programs that may offset the purchase cost of electric buses.
- Consider electric buses in St. Lucie County's TAM Plan.
- Consider partnering with academic institutions or private companies to develop small-scale pilot projects, particularly as related to AVs.
- Consider forming a working group with all stakeholders to start the dialogue around goals for AV implementation and potential policy barriers.
- Explore partnerships with Transportation Network Companies (TNCs) and local taxi companies to provide demand response trips.

5.0 PUBLIC INVOLVEMENT

Public involvement activities outlined in the PIP include branding and logo design, Project Review Committee meetings, grassroots outreach, online and in-person surveys, focus group meetings, public input displays and transit alternatives workshops. This chapter summarizes the results of these public involvement activities which are divided into Phases I and II. Phase I sought to collect information about all aspects of public transportation, while Phase II narrowed in on the top project alternatives identified in Phase I.

5.1 Branding and Logo design

A brand name, color scheme, and logo were developed for the TDP at the onset of the project. Branding the TDP was considered a critical step for the following reasons:

- A distinguishable and consistent brand name, color scheme and logo can be printed on all plan marketing materials, which facilitates the recognition of the TDP update effort to the general public.
- A distinguishable and consistent brand name, color scheme, and logo can make the planning and public involvement process more user-friendly and accessible.
- A well-designed color scheme and logo provide a standard model whereby a comprehensive brand of for all public transportation in St. Lucie County may be developed.

The actual development of the brand name, color scheme, and logo involved several rounds of discussions among TOA staff, St. Lucie County, and TPO staff. The approved brand name, color scheme, and logo have been printed on all the distributed materials and reports during the process of developing this TDP.

The final products include:

- TDP brand name – *Bus Plus*
- TDP color scheme and logo

Figure 5-1: *Bus Plus* Logo

5.2 Project Review Committee Meetings

A total of four Project Review Committee meetings were held during the course of developing this TDP. Each of these meetings occurred at critical steps for this TDP effort. Table 5-1 includes a summary of the four Project Review Committee meetings.

Table 5-1: Project Review Committee Meeting Summary

Date	Major Topic	Key Notes
August 21, 2018	Kick-off	Discuss with and obtain feedback from Project Review Committee regarding TDP process and requirements; submit draft peer selection candidates to committee for review.
December 12, 2018	Tech Memo # 1 and Public Outreach Activities	Discuss Tech Memo #1 and public outreach details; solicit comments from committee.
January 16, 2019	Goals and Objectives	Present preliminary goals and objectives to committee; facilitate goal prioritization exercise with committee members; obtain feedback on TDP goals and objectives.
March 13, 2019	Service Improvement Alternatives	Present grassroots outreach summary and preliminary transit improvement alternatives to committee; solicit comments on transit improvement alternatives.

5.3 Phase I Grassroots Outreach

St. Lucie County hosted 10 grassroots outreach events in Phase I to obtain public feedback on potential transit service improvements for the TDP major update. These meetings were intended to provide broad geographic and demographic diversity and to be accessible to the general public. It is important to note that grassroots outreach efforts were strategically designed to take advantage of ongoing pubic events where large numbers of the general public would be present. Such a strategy ensured that a

representative cross-section of non-users of the public transportation system could provide their perspectives on public transportation needs in the community.

At each event, a booth or a table was set up with visible plan and agency information. Anyone could approach staff to discuss or comment on public transportation services. Interested persons also were asked to complete a survey. Two surveys were created, one for current bus riders and one for non-riders. The purpose of the survey was to obtain demographic information, existing travel behavior, and opinions regarding St. Lucie public transportation.

The County also held three focus groups with business leaders to gauge their concerns and ideas, presenting a shorter survey about transportation needs and objectives. A copy of all three surveys is included in Appendix E. Results of the surveys assisted in the development of transit service improvement alternatives for this TDP. Tables 5-2 and 5-3 list the dates and locations at which these outreach events took place.

Table 5-2: Phase 1 Outreach Events to Survey Riders and Non-Riders

Location	Date
Employ U - Case Managers	7/11/18
FDOH SLC Supervisors Meeting	7/19/18
Transportation update WIC	7/31/18
Florida Community Health	8/17/18
Ryan White Case Managers	8/21/18
ARC - St. Lucie	9/10/18
St. Lucie County Career Center	11/1/18
St Bernadette Catholic Church - Life Center	11/8/18
Temple Beth El	11/20/18
Graceway Village	11/28/18

Table 5-3: Phase 1 Business Focus Groups

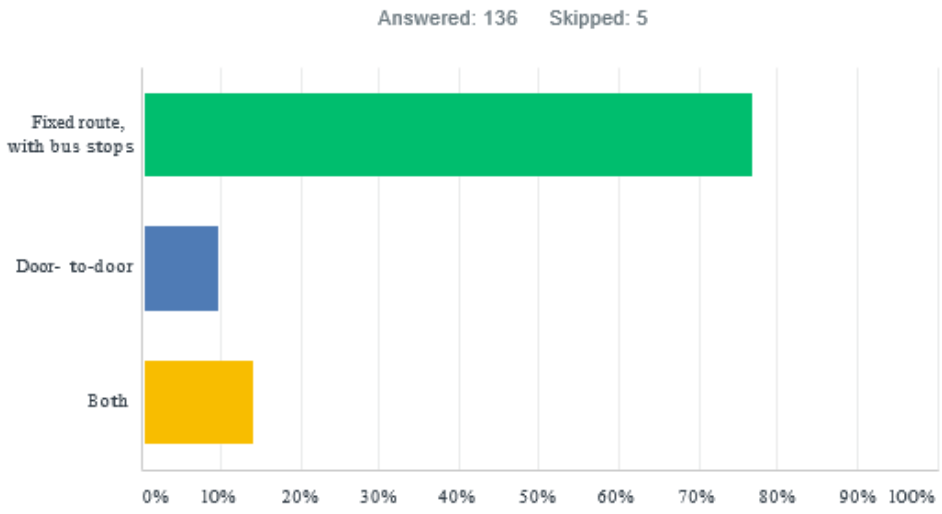
Location	Date
Career Source Focus Group	12/6/18
Countywide HOA Meeting	1/17/19
TCERDA Board of Directors	1/31/19

A total of 581 surveys were completed at outreach events, focus groups and online in Phase I of the PIP. To examine the difference between non-riders and riders, the survey responses were divided into two groups and analysis was performed based on responses received from non-riders (those who indicated they do not ride Community Transit on a regular basis) vs. riders (those who indicated they use Community Transit on a regular basis).

5.3.1 Rider Survey Results

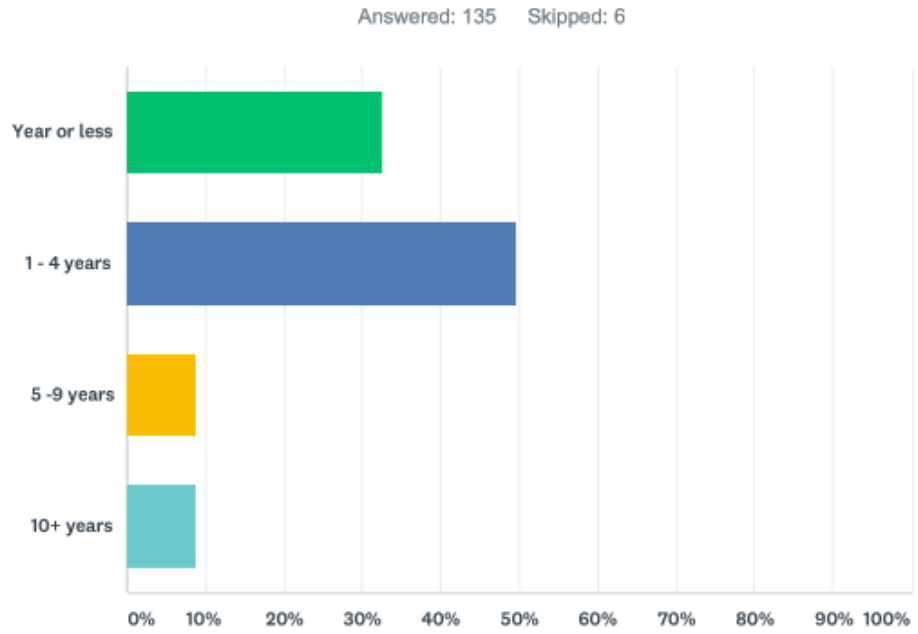
Among current riders, 140 surveys were collected. The first question asked participant for their home Zip codes. A good cross-section of the county is represented in the results. In Question 2 they were asked what type of bus they normally ride. About 76 percent said they ride on a fixed route with bus stops, while 10 percent said they take the door-to-door, demand-response bus. Fourteen percent said they ride both. The chart below illustrates responses to this question.

Figure 5-2: Which Bus do you Ride?



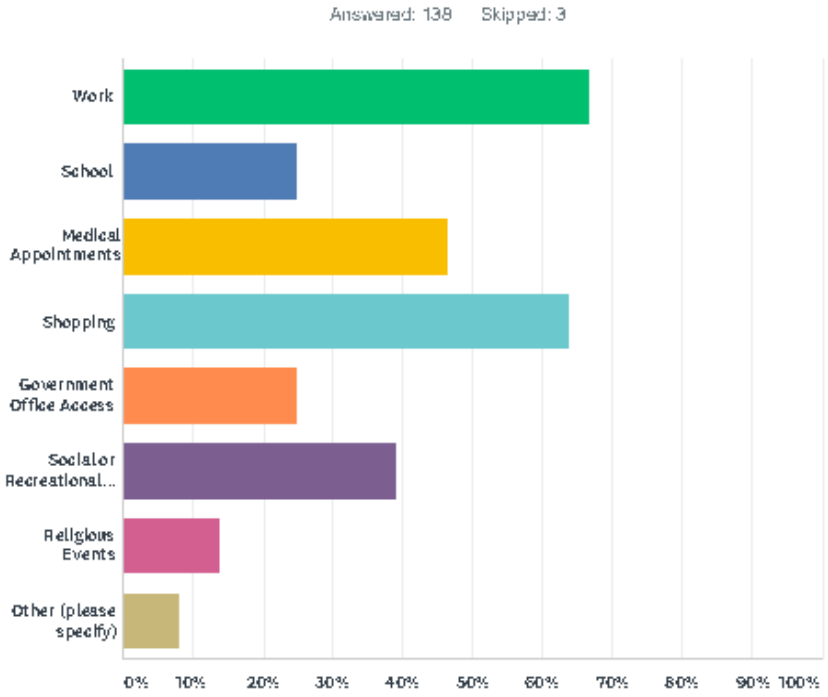
In Question 3, riders were asked how long they've been riding the bus. Half said they've been riding one to four years, while 33 percent said they've been riding a year or less. Among long-time customers, 9 percent have been riding five to nine years, while 8 percent have ridden for more than 10 years.

Figure 5-3: How long have you been riding the bus?



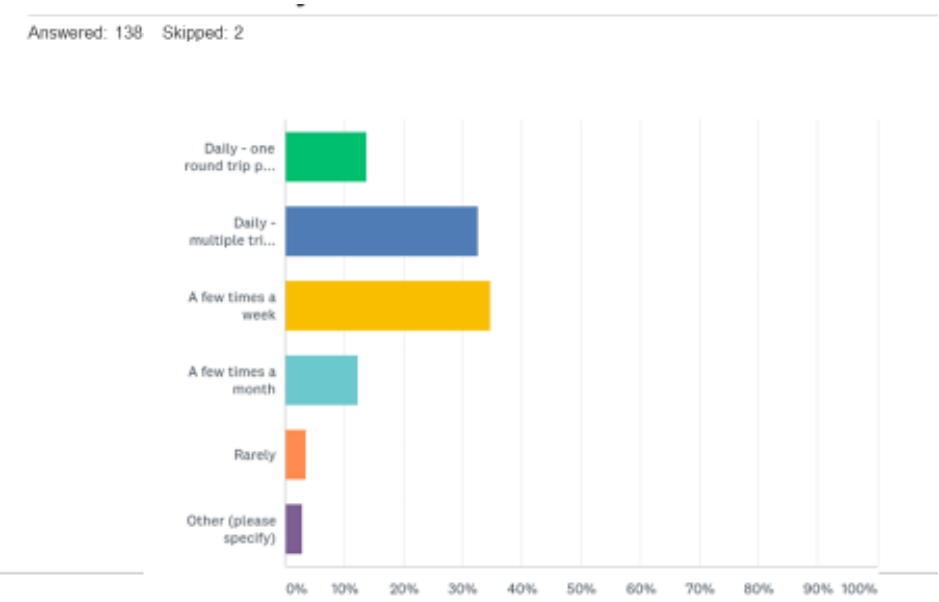
Riders were asked to list all reasons they use the bus in Question 4, which allowed users to choose more than one answer. Work and shopping were identified as the primary reasons people use the bus. Sixty-six percent of riders said they use the bus to get to work, while 64 percent use it to go shopping. Medical appointments came in next at 46 percent, with social or recreational outings placing fourth at 39 percent of all trips. School and government office access were tied at 24 percent, while religious events were cited in 13 percent of trips. Other reasons were listed for 8 percent of bus rides.

Figure 5-4: For what purpose do you use the bus system?



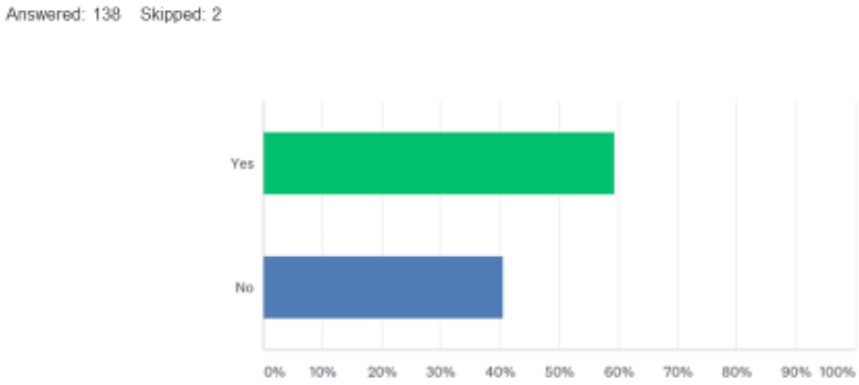
In Question 5, riders were asked to specify how often they use the bus. Thirty-five percent said they take it a few times a week, while 33 percent said they ride it multiple times daily. Fourteen percent said they use it for one round trip each day, and 12 percent said they ride it a few times a month. Four percent ride it rarely.

Figure 5-5: How often do you take the bus?



Question 6 sought to answer whether free service has an impact on ridership levels. Riders were asked if they would take fewer trips if the bus service was no longer free. Fifty-nine percent said yes, while 41 percent said it would not affect the number of bus trips they take. Based on the responses, the transit agency could reasonably expect ridership to decline if fees were re-introduced.

Figure 5-6: Would you take fewer trips if the bus service was not free?



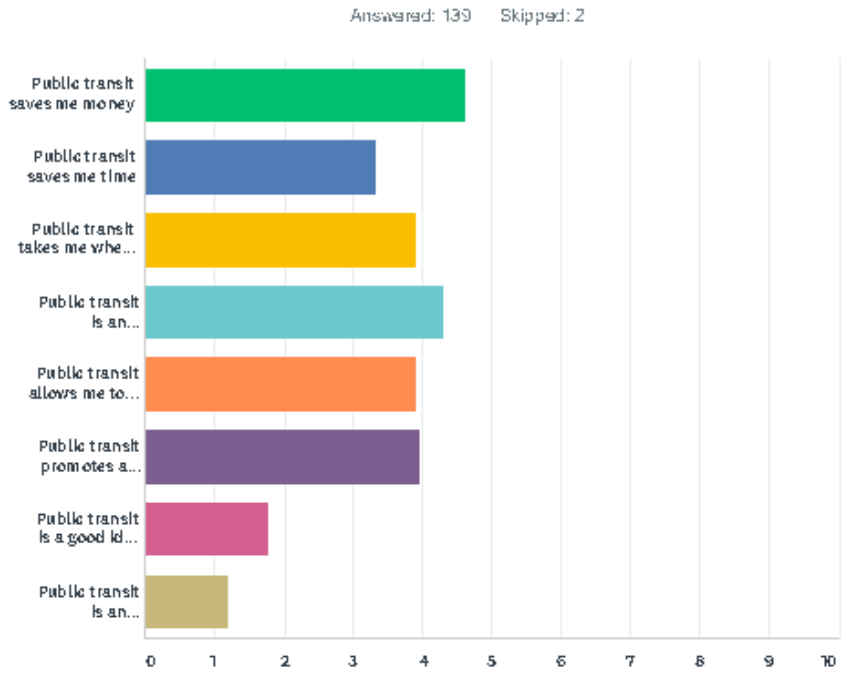
Question 7 contained multiple parts seeking to identify riders' views of public transit in terms of value and benefits to the public. Riders were asked whether they strongly disagreed, disagreed, remained neutral, agreed or strongly agreed to eight statements concerning public transit. Results were then tallied and given a weighted average on a scale of one to five in terms of agreement or disagreement.

In general, the statement that solicited the strongest response was one that claimed "Public transit is an unnecessary service." Eighty-eight percent of riders strongly disagreed with that statement, giving it a weighted average of only 1.19. Conversely, 75 percent said they strongly agree with the statement that "Public transit saves me money," giving it the highest weighted average of any statement at 4.6.

Eighty-six percent either agreed or strongly agreed with the statement that "Public transit is an environmentally friendly means of transportation," giving it the second-highest weighted average of 4.3, while the third-highest agreement was found in the statement, "Public transit promotes a healthier lifestyle" with a score of 3.95. Seventy-two percent either agreed or strongly agreed that "Public transit takes me where I want to go," giving it a weighted average of 3.93, while the next highest average belongs to the statement that "Public transit allows me to use my time wisely and do other things while I travel," with a score of 3.9.

On the statement "Public transit saves me time," 47 percent of current riders agreed or strongly agreed, compared to 21 percent who were neutral and 32 percent who disagreed or strongly disagreed. Seventy-eight percent disagreed or strongly disagreed with the statement that "Public transit is a good idea for others but not me."

Figure 5-7: Please indicate how strongly you agree or disagree with the following:

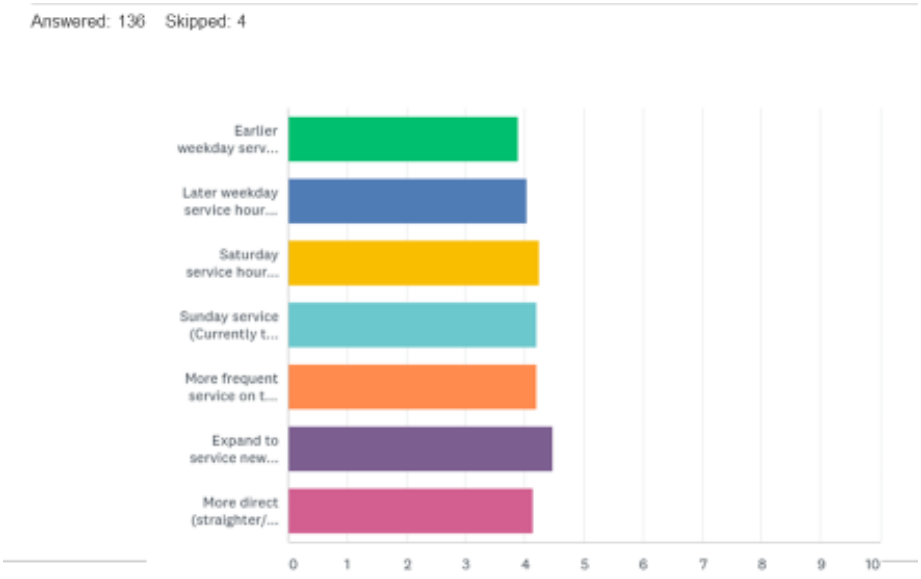


Riders were asked to prioritize expanded services over the next 10 years in the multi-part Question 8. Participants were asked whether they strongly disagreed, disagreed, had no opinion, agreed or strongly agreed with seven potential service improvements, providing a weighted average that compares the popularity of the alternatives.

All seven improvements were overwhelmingly popular, but the top choice was to expand service to new geographic areas not currently served, scoring a weighted average of 4.47. The next most-popular choice was to extend Saturday service hours currently offered from 8 a.m. to 4 p.m., followed by a tie between offering more frequent service on routes and adding Sunday service.

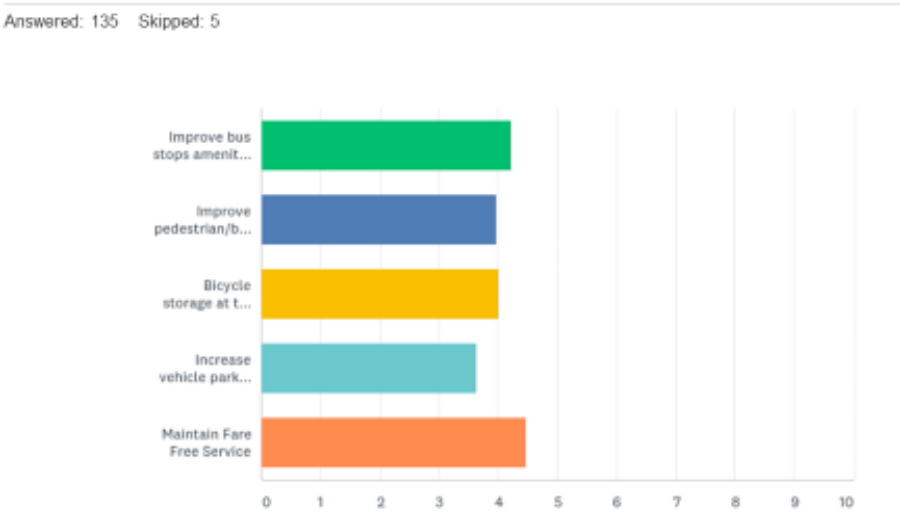
More direct and simpler routes received the next-highest priority, earning a score of 4.14, followed by providing later weekday service hours with a score of 4.04. Offering earlier weekday service hours received the least amount of support, with a weighted average of 3.89.

Figure 5-8: What Should St. Lucie County consider as priorities for the public transit services over the next ten years?



Question 9 also dealt with physical public transit priorities over the next 10 years, in the same format as the previous question. Current riders said their top priority in this section is to maintain fare-free service, earning a weighted average score of 4.47. Improving bus stop amenities like shelters received the second-highest priority with a score of 4.23, followed by including bicycle storage at bus stops with a score of 4.01. Improving bicycle and pedestrian access to bus stops earned a priority score of 3.97, followed by increasing vehicle parking at bus stop areas with a score of 3.65.

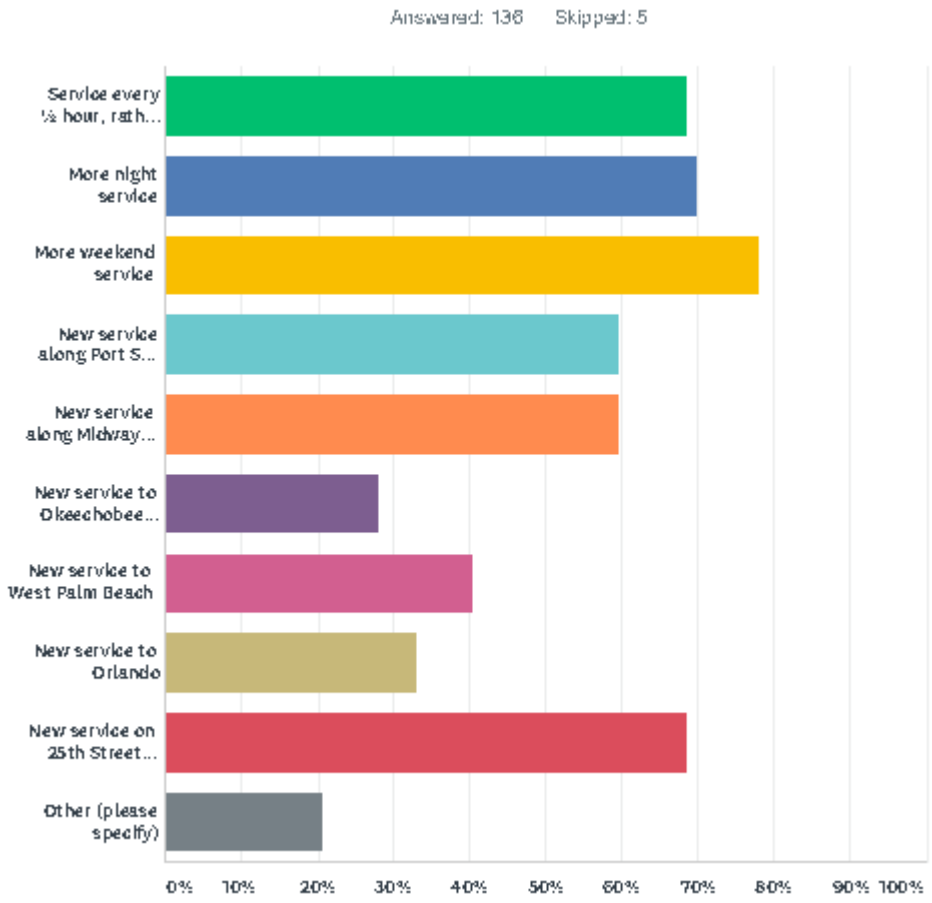
Figure 5-9: What Should St. Lucie County consider as public transit priorities over the next ten years?



In Question 10 of the rider survey, bus riders were asked which service improvements are needed, and they were allowed to check more than one alternative. Nearly 78 percent said they'd like more weekend service, followed by 70 percent who said more night service is needed. Sixty-eight percent said service every half-hour is needed rather than current one-hour schedule, the same percentage who favored new service on 25th Street connecting both intermodal stations.

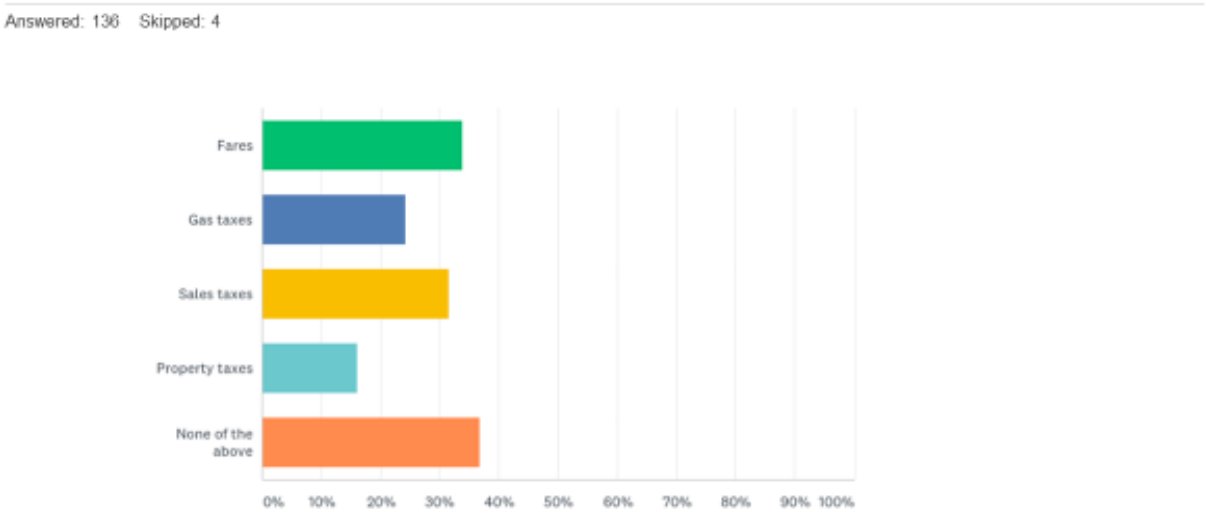
The next most-popular improvements were new service along Midway Road and along Port St. Lucie Boulevard south of Gatlin Boulevard, each receiving 59 percent favorability. Only 40 percent of current riders said new service to West Palm Beach is needed, compared to 33 percent who favored new service to Orlando and 27 percent to Okeechobee County.

Figure 5-10: Check one or more improvements that you think are needed.



Question 11 asked riders whether they'd be willing to pay for transit improvements with increases in a variety of fees and taxes. Thirty-four percent said they'd pay a bus fare in exchange for better service, while 32 percent said they'd pay higher sales taxes to get transit improvements. Only 24 percent agreed to pay higher gas taxes for more bus service, and a paltry 16 percent said they'd pay higher property taxes. The highest response rate, 37 percent, went to the category of riders who said they'd pay none of the listed tax hikes in exchange for service improvements.

Figure 5-11: Would you be willing to pay for improvements to the bus services with increases in any of the following?

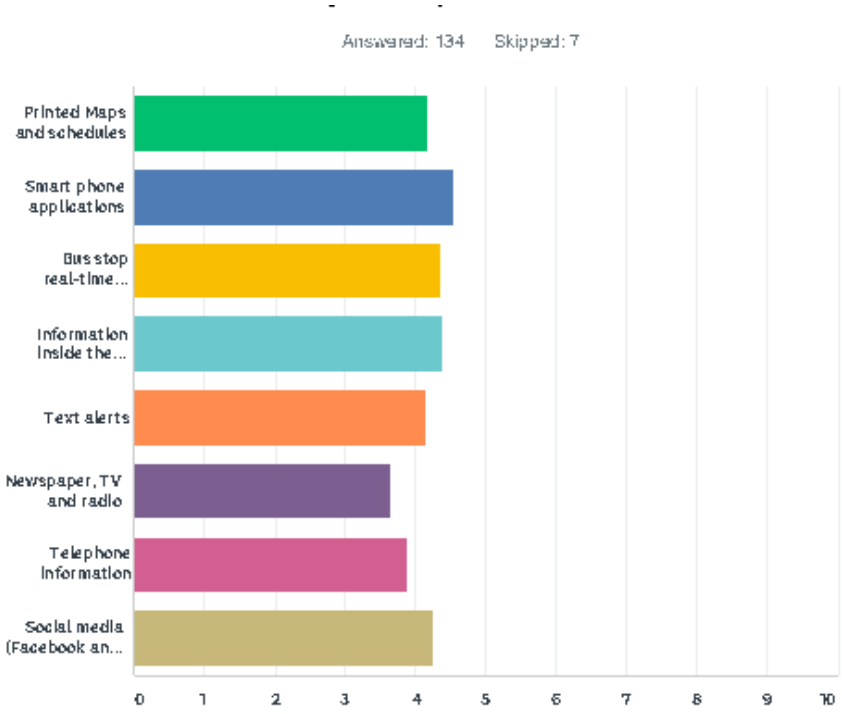


Question 12 asks bus riders how they'd prefer to obtain information about public transit, allowing them to choose their top three methods of communication.

Smart phone applications received the highest priority with a weighted average score of 4.55, followed by information posted inside buses at 4.37. Close behind was real-time information monitors at bus stops and social media notifications. Printed maps and schedules received a score of 4.16, followed by text alerts at 4.13. Telephone information earned a score of 3.86, and the least-popular method of communication was newspapers, TV and radio with a score of 3.67.

Responses show the changing means of communication that will be needed in the coming years to stay abreast of rapidly advancing technology and consumer habits.

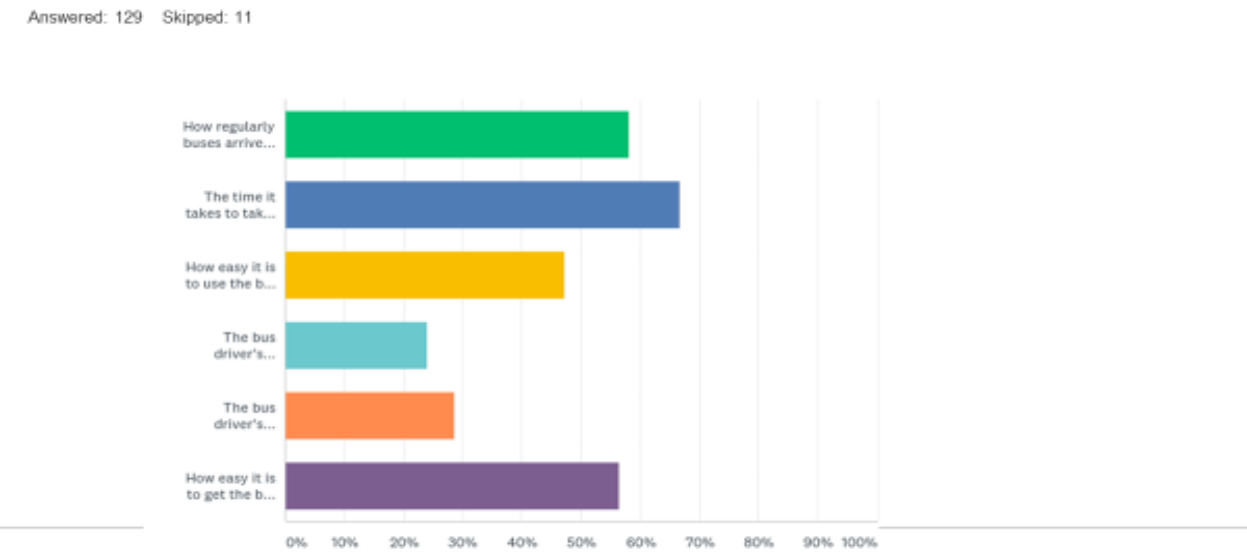
Figure 5-12: How would you like to obtain information about public transit?



Riders were asked to rank which potential service improvements would help them if implemented. Riders were asked to check their top three, and the most popular factor by far was reducing the time it takes to make a trip on the bus – an enhancement favored by 67 percent of all riders. Ensuring that buses regularly arrive on time was next highest with 58 percent of votes, followed by making it easier to receive bus route and schedule information, a goal shared by 57 percent of riders.

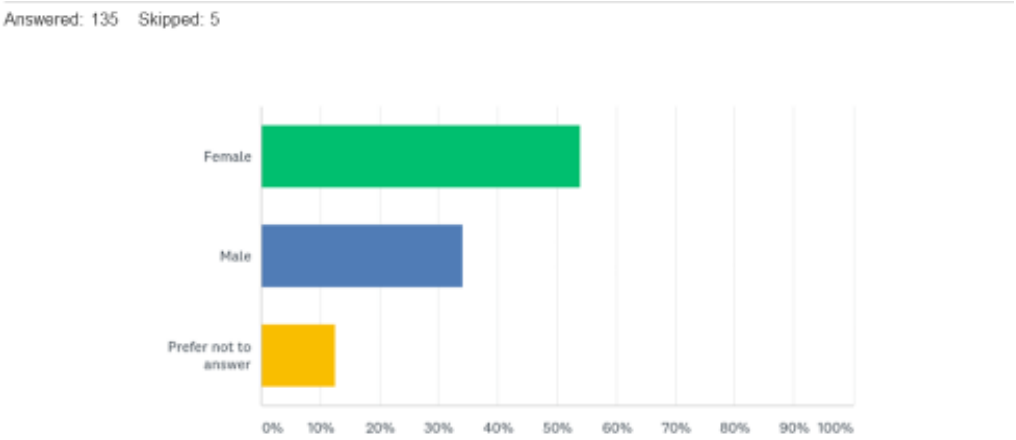
Only 29 percent of riders said it would help them if bus drivers had more knowledge of the transit system and routes, while 24 percent said it would benefit them if bus drivers were more proficient at driving.

Figure 5-13: Which service improvements would help YOU if Treasure Coast Connector were to improve?



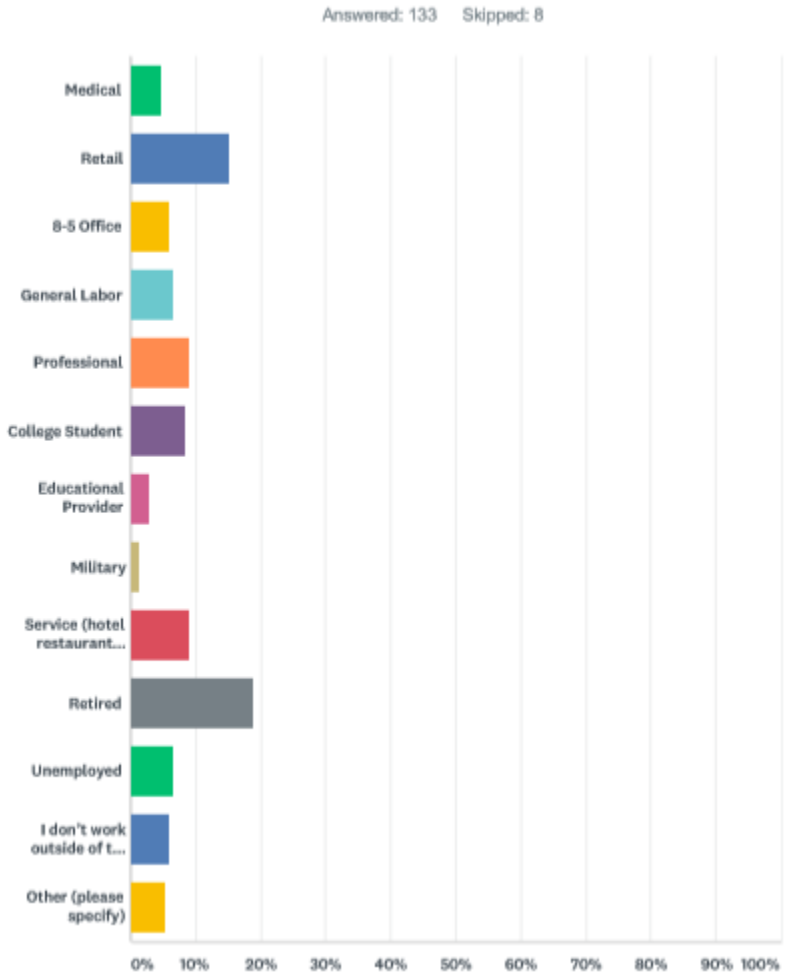
Riders' gender was documented in Question 14, the first of five final questions that collects demographic data about transit users. Fifty-four percent of respondents were females and 34 percent were male. Thirteen percent preferred not to answer.

Figure 5-14: What is your gender?



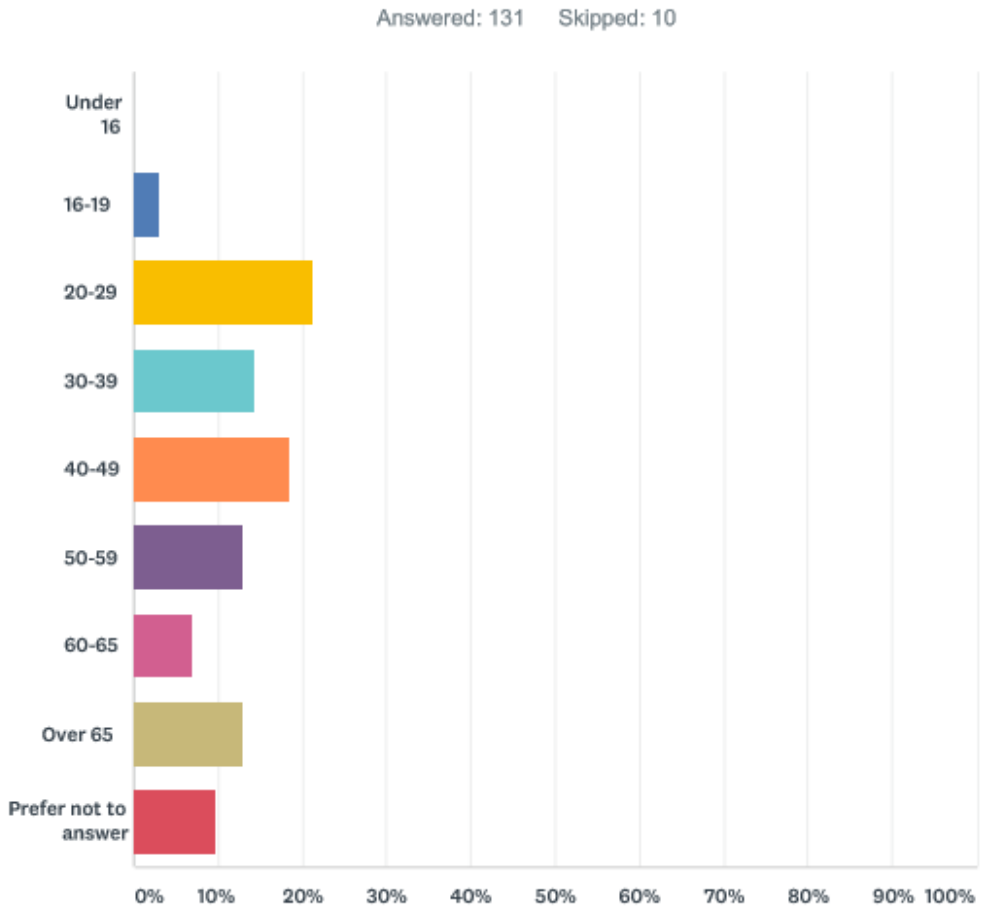
In Question 15, riders were asked whether they were employed and, if so, in what fields. Nineteen percent were retired, while 7 percent were unemployed and 6 percent said they work from home. Fourteen percent of riders said they work in retail, followed by an equal number who said they work in professional or service jobs (9 percent each). Eight percent were college students, while 7 percent said they are general laborers. Six percent of riders said they work 8-5 office jobs, while 5 percent are in the medical field and 3 percent are in education. Only 2 percent of riders said they hold military jobs.

Figure 5-15: What is your gender?



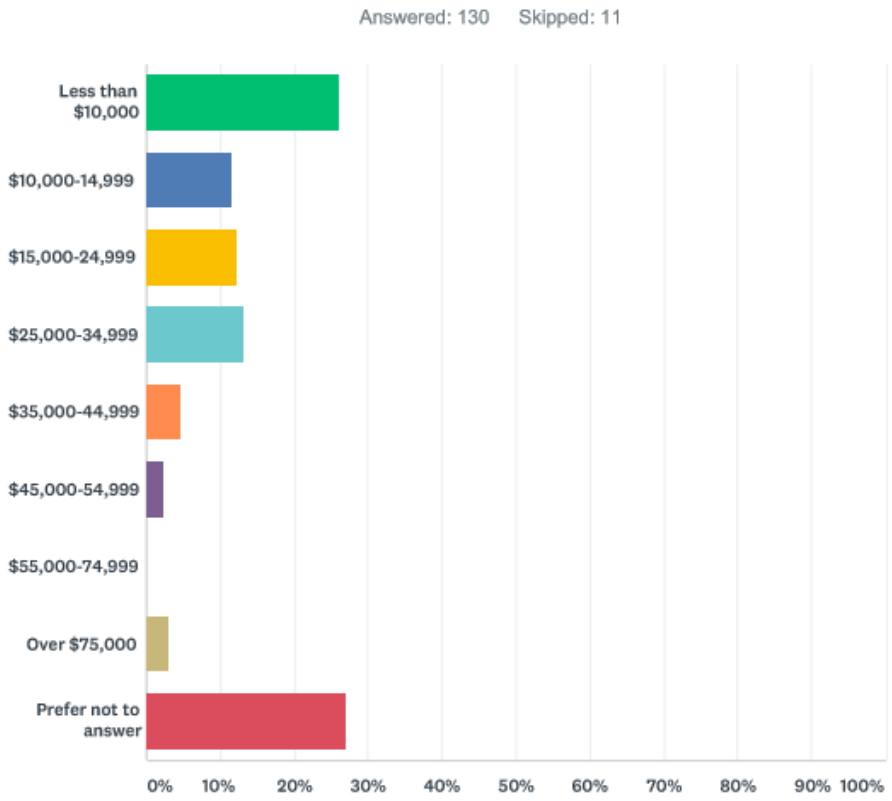
Riders' ages were collected in Question 16, revealing the highest percentage of riders surveyed (21 percent) was in the 20-29 age bracket. The second-highest range for riders was 18 percent between the ages of 40 and 49, followed by 15 percent of respondents in their 30s. Riders in their 50s and those over 65 tied at 13 percent each, followed by 7 percent of riders between the ages of 60 and 65. Only 3 percent of those surveyed were between 16 and 19, and none were younger than 16.

Figure 5-16: What is your age?



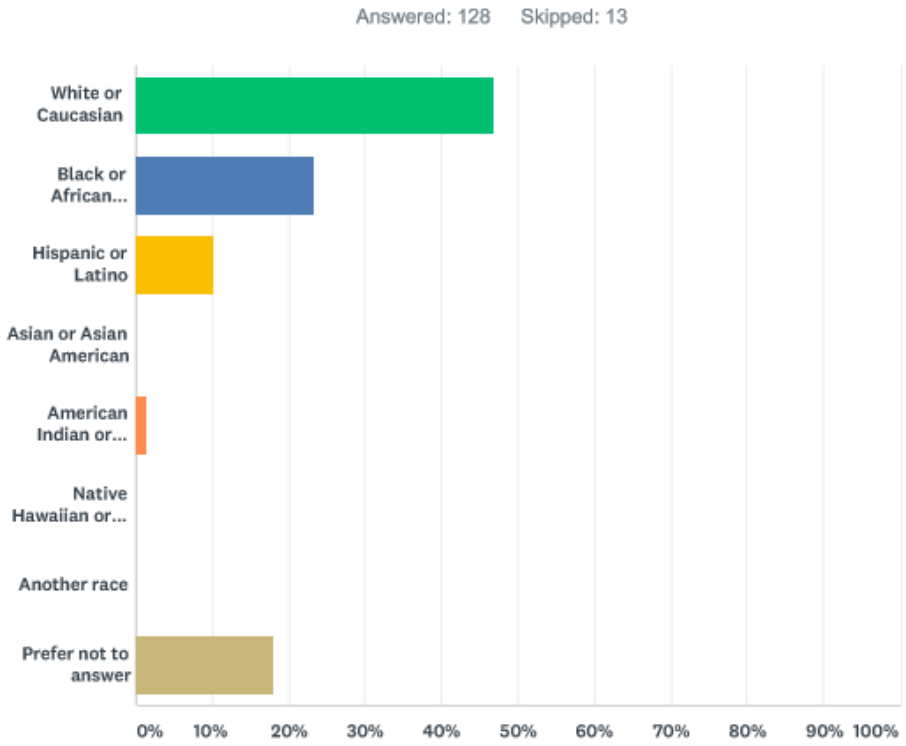
Question 17 asks riders their yearly income. Although 27 percent declined to answer, the most popular response among those who answered was under $10,000, with 26 percent labeling themselves among the poorest in the community. Thirteen percent said they earn between $25,000 and $34,999 annually, while 12 percent said they make between $15,000 and $24,999 and another 12 percent earn $10,000 to $14,999. Five percent earn $35,000 to $44,999 and 2 percent make $45,000 to $54,999. Only 3 percent make more than $75,000 yearly and none earn between $55,000 and $74,999.

Figure 5-17: Please provide the best range that reflects your individual yearly income.



On the final question of the rider survey, respondents were asked to describe their race or ethnic group. Nearly half, or 46 percent, listed white or Caucasian, followed by 24 percent who were black or African American. Ten percent said they are Hispanic or Latino, followed by 2 percent of American Indian or native Alaskan descent. Eighteen percent of riders preferred not to answer.

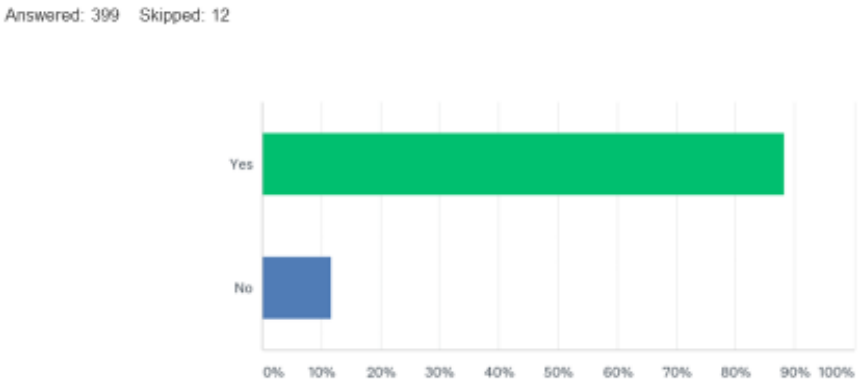
Figure 5-18: Which best describes your race/ethnicity?



5.3.2 Non-Rider Survey Results

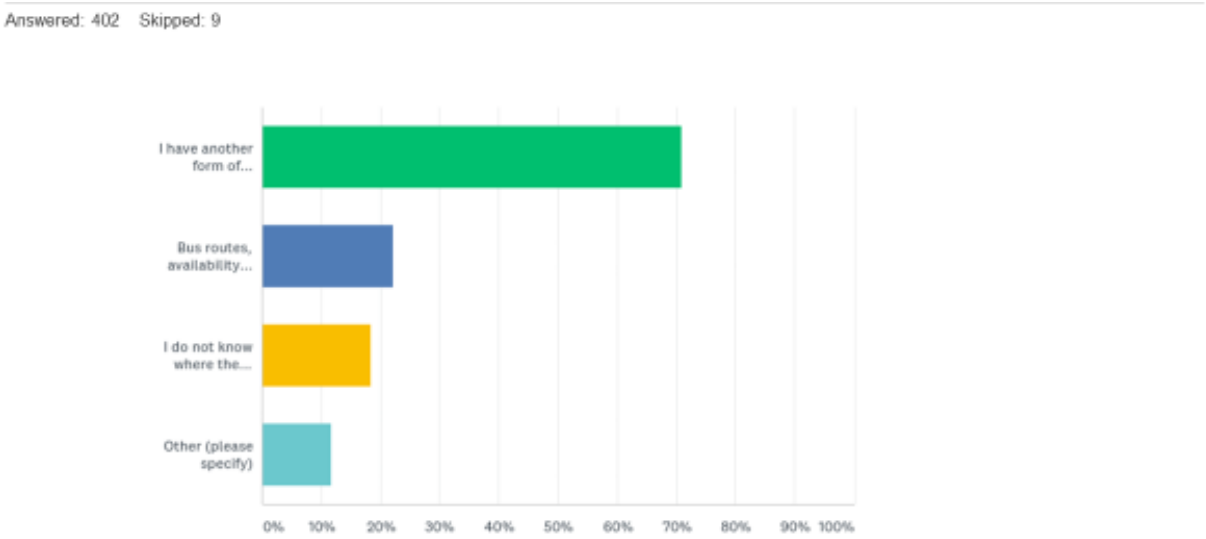
A total of 411 non-rider surveys were completed at outreach events and online. The first question asked participants their home Zip code, while the second question asked non-riders if they were aware there is a public bus in St. Lucie County. Eighty-eight percent said they were, while 12 percent said they were not. This indicates the County has done a good job of promoting awareness about the bus, even if residents choose not to ride it for other reasons.

Figure 5-19: Did you know there is a public bus in St. Lucie County?



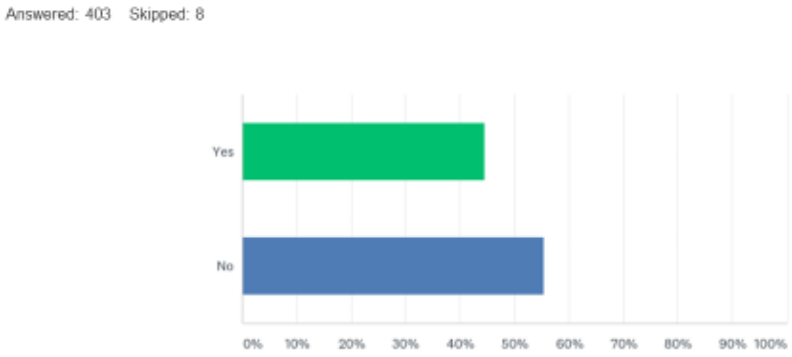
Question 3 asked residents why they don't ride the bus in St. Lucie County. Respondents were allowed to include more than one reason. The most-cited response, given by 71 percent of those surveyed, was that respondents have another form of transportation. Another 22 percent said existing bus routes and schedules are not convenient, and 18 percent said it's because they don't know where the closest bus stop is located. Twelve percent listed a variety of other reasons.

Figure 5-20: Why are you not riding the bus in St. Lucie County?



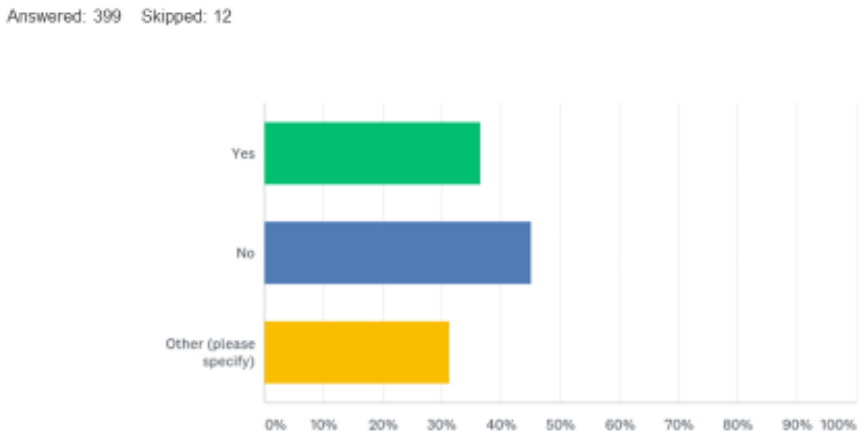
Question 4 asked if non-riders were aware that riding the bus is free. Fifty-five percent said they were not, while 45 percent were. This indicates a need to disseminate information about free rides more widely.

Figure 5-21: Were you aware that riding the bus is free?



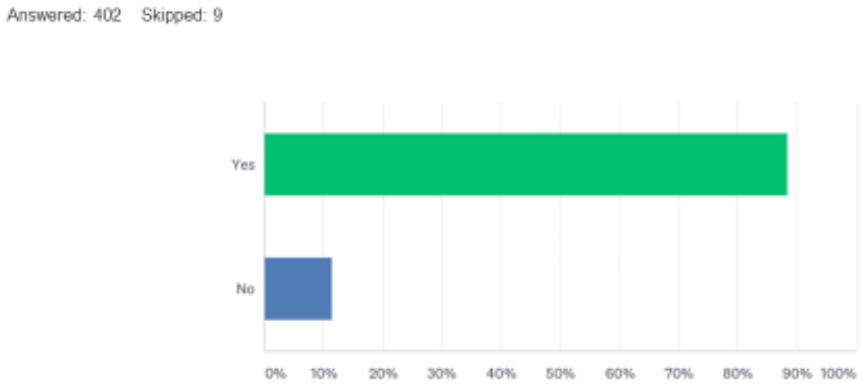
Question 5 was related to the previous one. It asked non-riders if learning about fare-free rides changes their thoughts about riding the bus and, if not, what would entice them to ride the bus. Thirty-seven percent said it does change their thoughts about riding the bus, while 45 percent said it does not. Thirty-one percent listed other reasons that would entice them to ride the bus, including more convenient routes and schedules, information about existing routes and more frequent service.

Figure 5-22: Currently there is no cost to ride the bus. Does this change your thoughts about riding it?



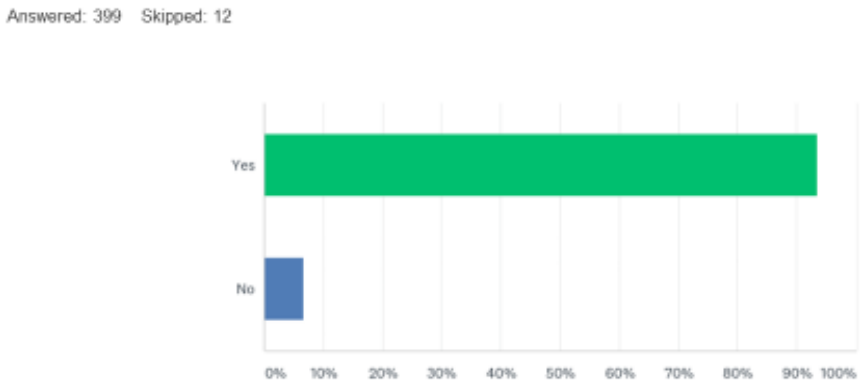
Question 6 asked non-riders if they have access to a personal vehicle. The overwhelming majority, 89 percent, said they do, while only 11 percent do not.

Figure 5-23: Do you own or have access to a personal vehicle?



Non-riders were asked if they have a valid driver license in Question 7. Ninety-three percent did while 7 percent did not.

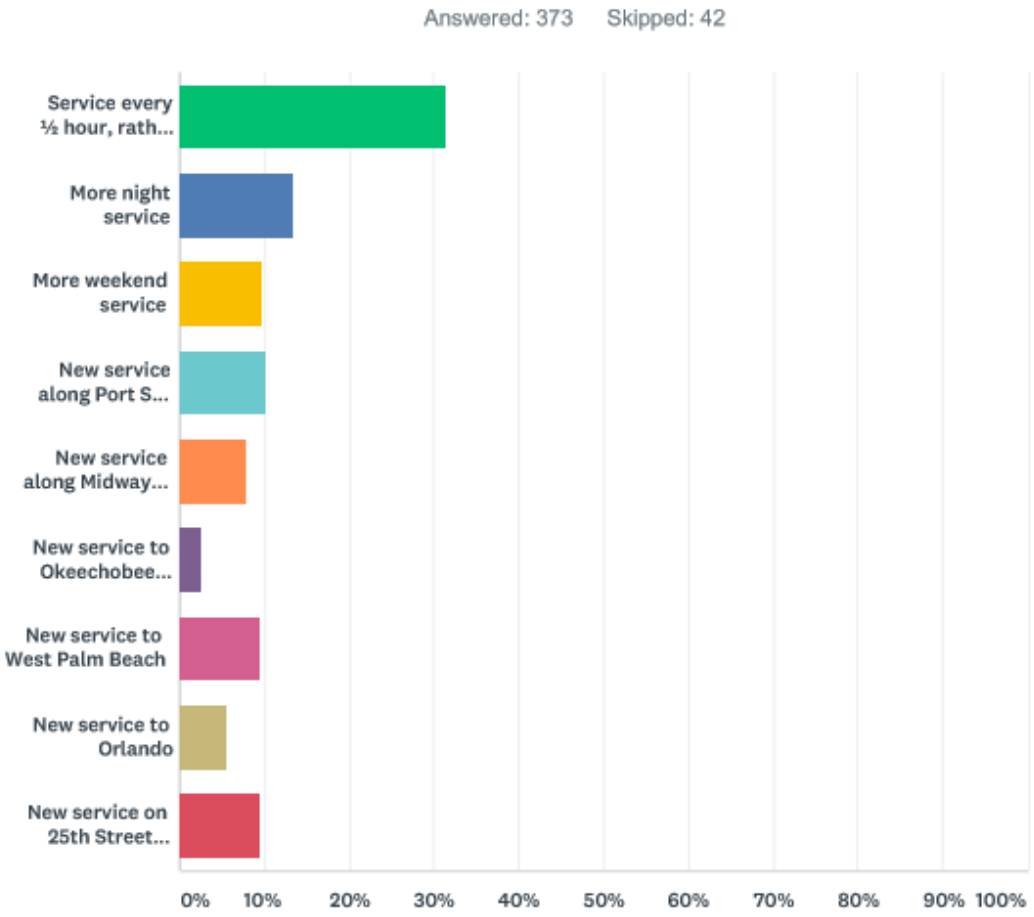
Figure 5-24: Do you have a driver's license?



In Question 8, non-riders were asked to choose which transit improvements are needed. Service every half-hour, rather than the current one-hour schedule, received more support than any alternative, getting a nod from 31 percent of respondents. More night service was second with 13 percent of votes, compared to new service along Port St. Lucie Boulevard south of Gatlin with 10 percent support.

Close behind was more weekend service with 10 percent, followed by new service to West Palm Beach and South 25th Street, each of which received 9 percent of the votes. New service along Midway Road was favored by 8 percent of respondents, with new service to Orlando getting 6 percent of votes and new service to Okeechobee County receiving a 2 percent favorability ranking.

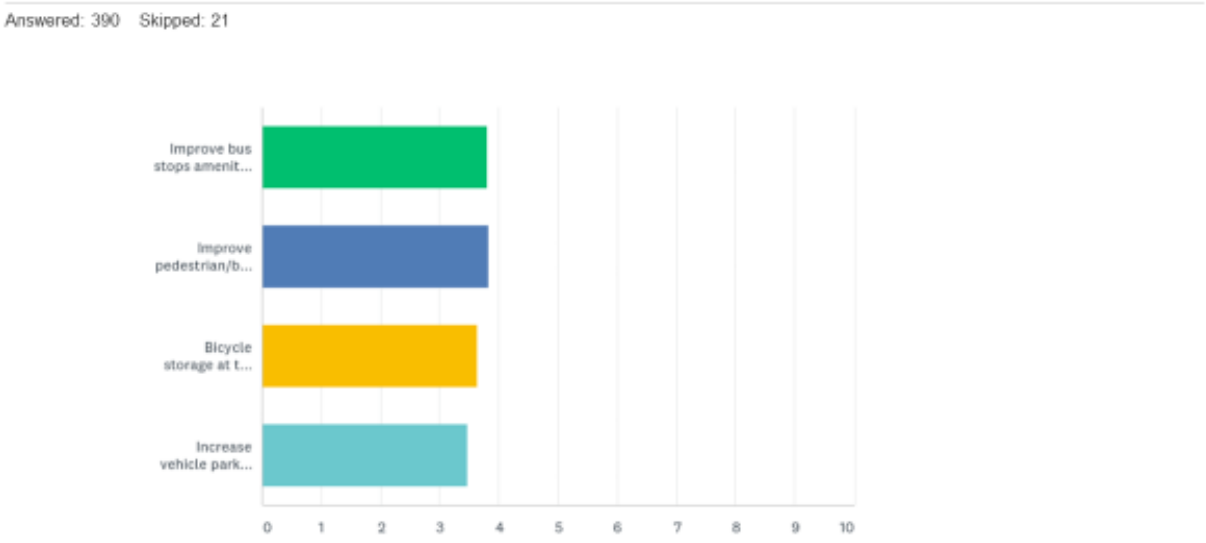
Figure 5-25: Which transit improvements do you think are needed?



Non-riders were queried about public transit priorities over the next decade in Question 9. Each person was asked whether they strongly disagreed, disagreed, had no opinion, agreed or strongly agreed with four potential service improvements, and each factor was given a weighted average score based on its popularity.

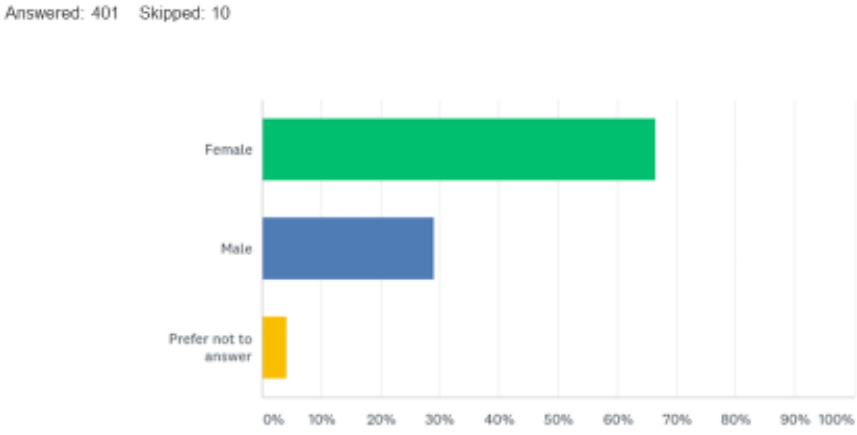
All four possibilities were highly ranked, with the scores ranging from 3.82 to 3.47. Improving pedestrian and bicycle access to bus stops was ranked highest by non-riders, followed by improving bus stop amenities like shelters and providing bicycle storage at bus stops. Increasing vehicle parking at bus stops received the least support but still had a score of 3.47.

Figure 5-26: What should St. Lucie County consider as public transit priorities over the next ten years?



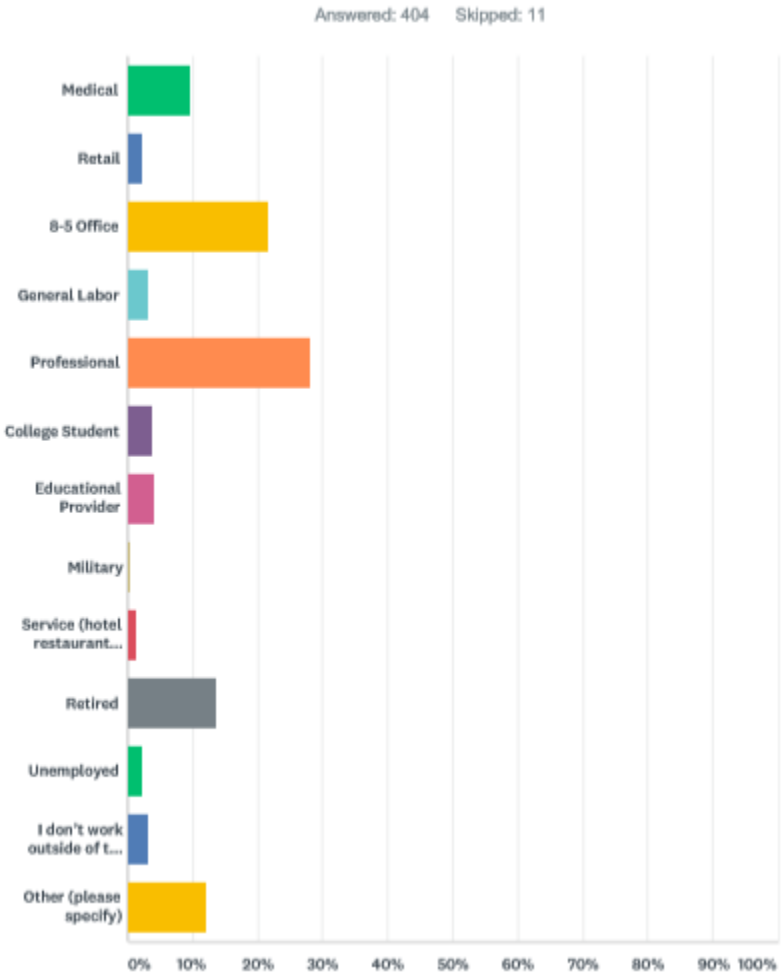
In the final survey questions, non-riders were asked demographic questions. When asked their gender in Question 10, 67 responded female and 29 percent said male. Four percent chose not to answer.

Figure 5-27: What is your gender?



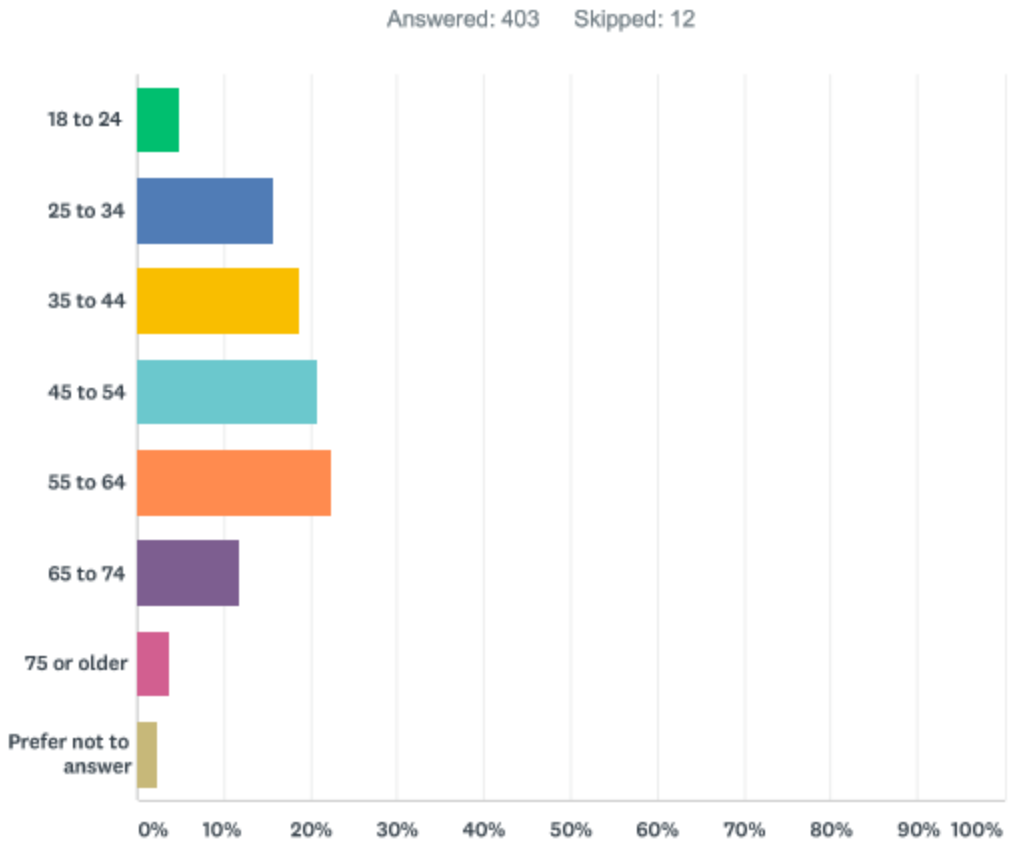
In Question 11, non-riders were asked if they are employed and, if so, in what field. Twenty-eight percent were professionals, while 22 percent worked 8-5 office jobs. Fourteen percent were retired, followed by 10 percent in the medical field. Four percent worked in education, and another 4 percent were college students. Three percent said they work from home, while another 3 percent were general laborers. Two percent were unemployed and another 2 percent worked in retail. Two percent worked in the service industry and 1 percent had military jobs. Twelve percent listed various other employment fields.

Figure 5-28: I work in the following field:



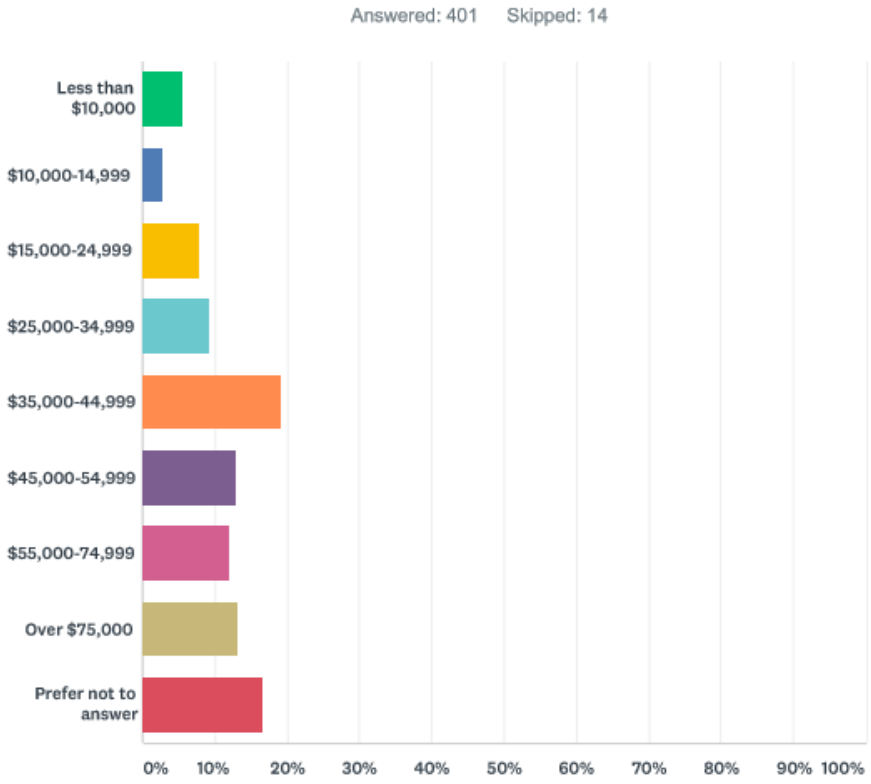
In Question 12, participants were asked their age. The most-cited bracket was 55 to 64, which included 22 percent of respondents, followed by 21 percent who were ages 45 to 54. Nineteen percent were 35 to 44, followed by 16 percent between the ages of 25 and 34. Twelve percent were 65 to 74, with 5 percent 18 to 24 and 4 percent 75 or older.

Figure 5-29: What is your age?



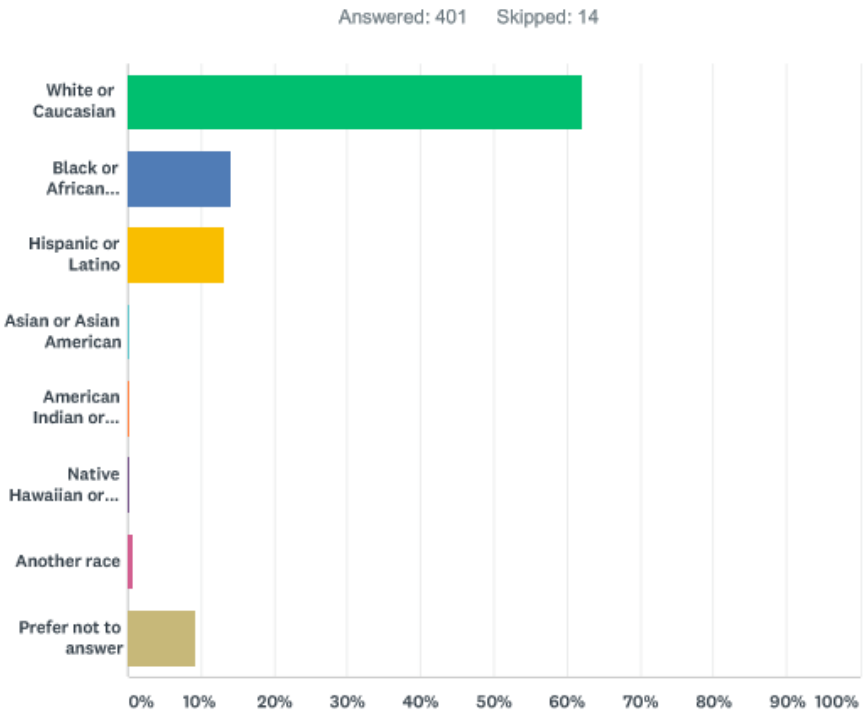
Non-riders were asked to provide their individual yearly income in Question 13. Nineteen percent earned $35,000 to $44,999, while the categories of over $75,000 and $45,000 to $54,999 each accounted for 13 percent of responses. Twelve percent said they earn $55,000 to $74,999, and 9 percent earned $25,000 to $34,999. Eight percent earned $15,000 to $24,999; 3 percent earned $10,000 to $14,999 and 6 percent said they have an income of less than $10,000 yearly. Seventeen percent of non-riders chose not to answer.

Figure 5-30: Please provide the best range that reflects your individual yearly income.



The final question for non-riders asked them to describe their race or ethnic group. The vast majority, 62 percent, listed white or Caucasian, while the next largest segment was black or African American at 14 percent. Thirteen percent of respondents listed Hispanic or Latino, and 9 percent chose not to answer.

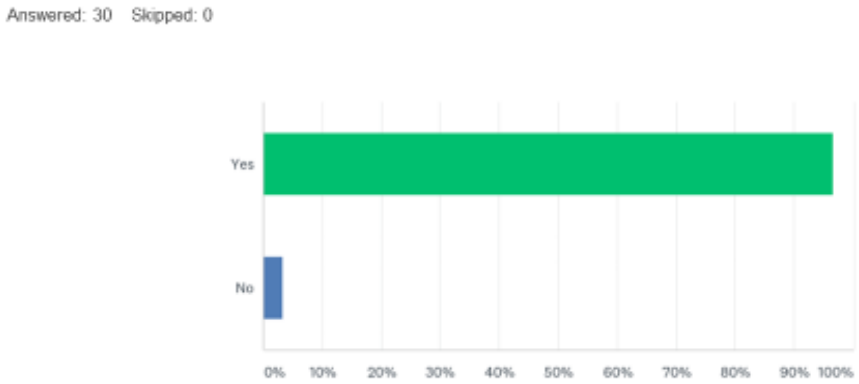
Figure 5-31: Please provide the best range that reflects your individual yearly income.



Thirty surveys were collected during three business focus groups held in St. Lucie County. Participants completed a shorter survey than riders and non-riders, with an emphasis on which transit improvements and new services business and community leaders think would most benefit the community.

Of the 30 participants, 29 knew there was a public bus in the County, with only one person unaware of the service.

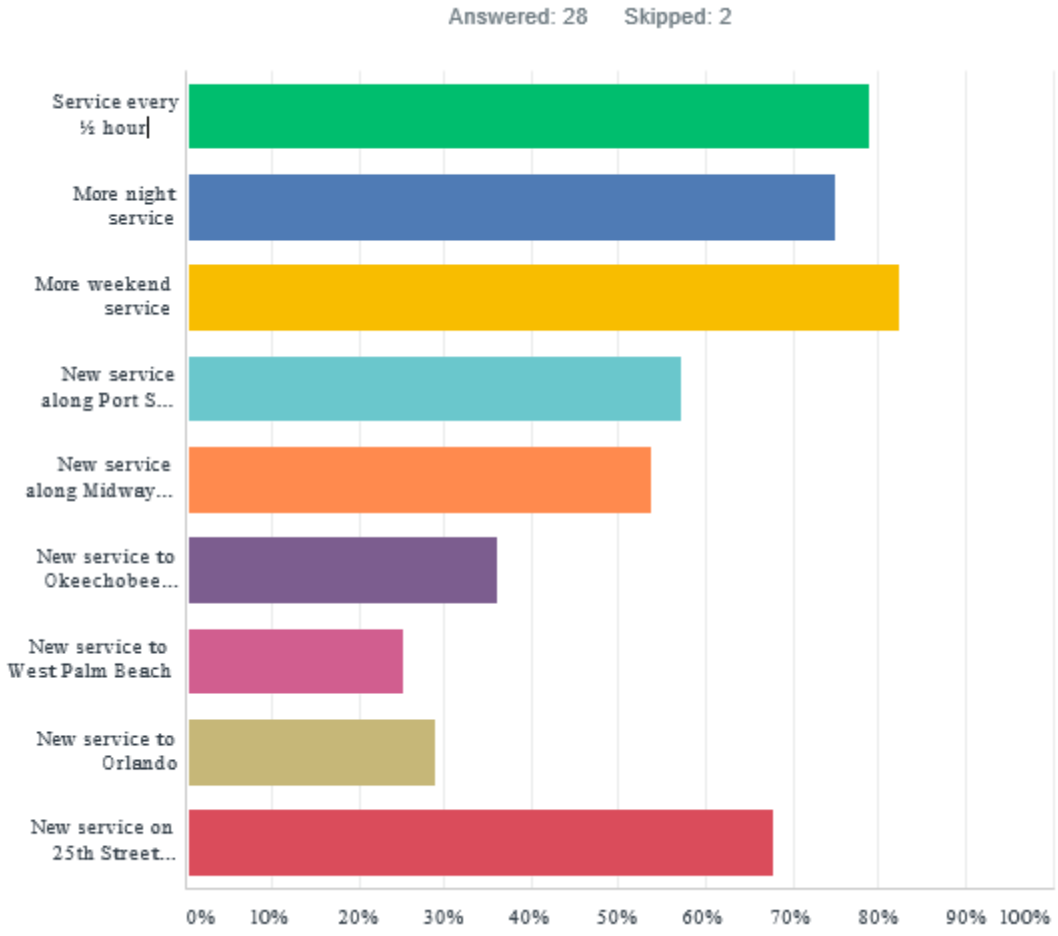
Figure 5-32: Did you know there is a public bus in St. Lucie County?



When asked which transit improvements were needed, participants chose multiple projects, the chief one being more weekend service with 82 percent positive responses. Half-hour service versus the current one-hour timetable was next with 79 percent support, followed by more night service with 75 percent positive feedback.

New bus service on 25th Street connecting both intermodal centers was favored by 68 percent of business leaders, and 57 percent wanted new service along Port St. Lucie Boulevard south of Gatlin Boulevard. Likewise, 54 percent favored a new bus route along Midway Road, and 36 percent wanted new service to Okeechobee County. Twenty-nine percent said new service to Orlando is needed, while 25 percent wanted a bus route to West Palm Beach.

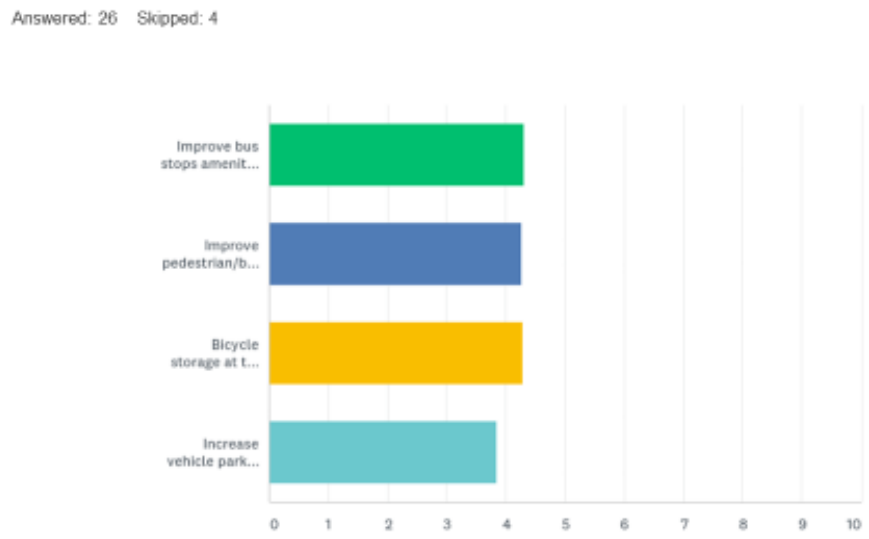
Figure 5-33: Which improvements do you think are needed?



On the final question, focus group members were asked to rank four public transit priorities over the next 10 years, stating whether they strongly disagreed, disagreed, had no opinion, agreed or strongly agreed with the potential improvements.

Based on the responses, each improvement was then assigned a weighted average score depicting its relative popularity. The highest priority project was improving bus stop amenities like shelters, which scored 4.32, while next highest was providing bicycle storage at bus stops, with a score of 4.29. Improving pedestrian and bicycle access to bus stops scored a close 4.27, while increasing vehicle parking at bus stops scored last with 3.84.

Figure 5-34: What should St. Lucie County consider as public transit priorities over the next ten years?



5.3.3 Summary of Phase 1 Survey Results

The results from the grassroots outreach survey results provide valuable insight into the public perceptions of the public transportation system in St. Lucie County. Conclusions drawn from the survey analysis are summarized below.

- Among current riders, the most desirable system-wide improvement is to expand service to new geographic areas, followed by extending Saturday service hours. There was a tie between offering more frequent service on routes and adding Sunday service. Among non-riders, more frequent service, night service and a new route along Port St. Lucie Boulevard south of Gatlin Boulevard received the most support. These priorities can help guide where to spend finite resources in the future.
- Regarding the importance of public transportation in the community, 97 percent of riders disagreed with the statement that "Public transportation is an unnecessary service." This was a general trend indicated by both user and non-user groups. Informal discussions with non-users revealed that most feel that public transportation is necessary and important, not necessarily for themselves but for those who need it. Ninety-two percent of riders agreed or strongly agreed that public transit saves them money.

- The number one reason indicated by respondents as to why they do not use public transportation was "I have another form of transportation." Eighty-eight percent said they have access to a personal vehicle. These results are reflective of the drive-first mentality that is prevalent within the county and region
- The No. 1 reason people ride the bus is to get to work, followed by shopping and medical appointments. Half of those surveyed said they've been riding the bus one to four years, and another 18 percent has been riding for at least five years. Most ride the fixed-route system, while 14 percent use both fixed-route and door-to-door service. The answers indicate the importance of bus service to hundreds of St. Lucie County residents.
- Sixty percent of current riders said they'd take fewer bus trips if the service was not free. That implication is important as officials weigh future funding decisions. If a bus fare were to be imposed, it could be reasonably assumed that ridership would decline.
- In terms of demographics, more riders reported an income of less than $10,000 than any other income category, with 26 percent reporting that amount. Meanwhile, the most frequent income range given by non-riders was $35,000 to $44,999. The results indicate the services are especially important to the lowest-income residents in the community.

5.4 Phase II Outreach

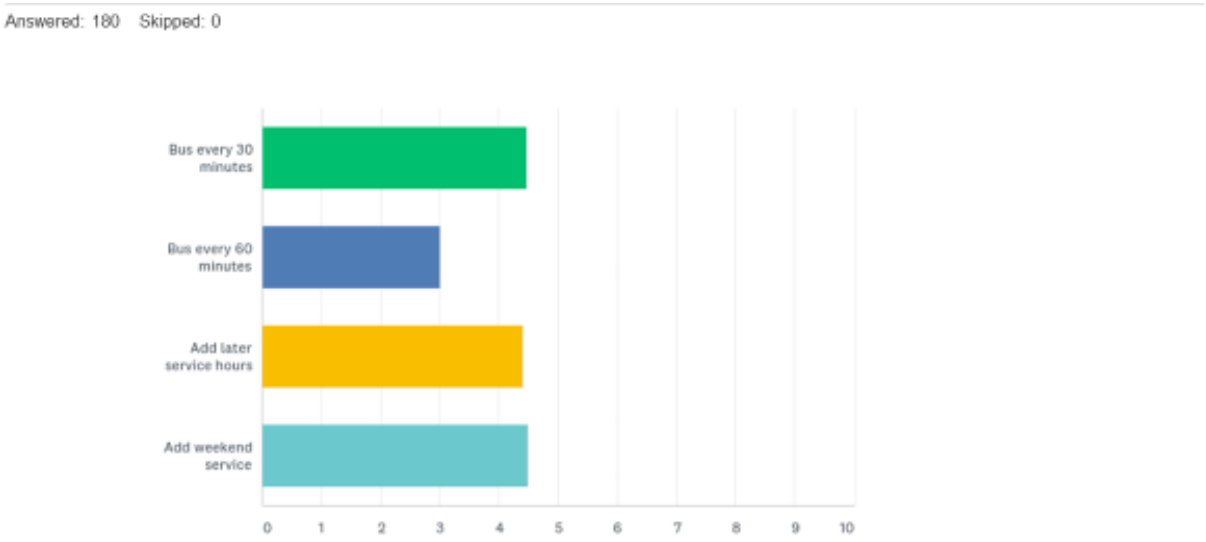
The purpose of Phase II was to assess the priority of the transit needs identified in Phase I. A schedule of the Phase II outreach events are summarized in Table 5-4 below.

Table 5-4: Phase II Outreach Events

Location	Date
Technical Advisory Committee Meeting	3/19/19
SLC Port Saint Lucie Library	3/20/19
SLC Morningside Library	3/21/19
SLC Paula Lewis Library	3/21/19
SLC Lakewood Park Library	3/26/19
SLC Susan Broom Kilmer Library	3/26/19
SLC TPO workshop	3/28/19

Three questions were posed to participants in the Phase II survey. The first asked residents whether they agreed or disagreed with three proposed service enhancements and the current hourly service for bus routes. Adding weekend service was favored by the most people, earning a weighted average score of 4.5, while operating routes on a half-hour timetable rather than hourly was second with a favorability score of 4.47. Adding later service hours received a score of 4.42, while continuing the current schedule of hourly service scored only 3.01.

Figure 5-35: Improvements to Existing Bus Services – Please indicate how strongly you disagree or agree with the following:



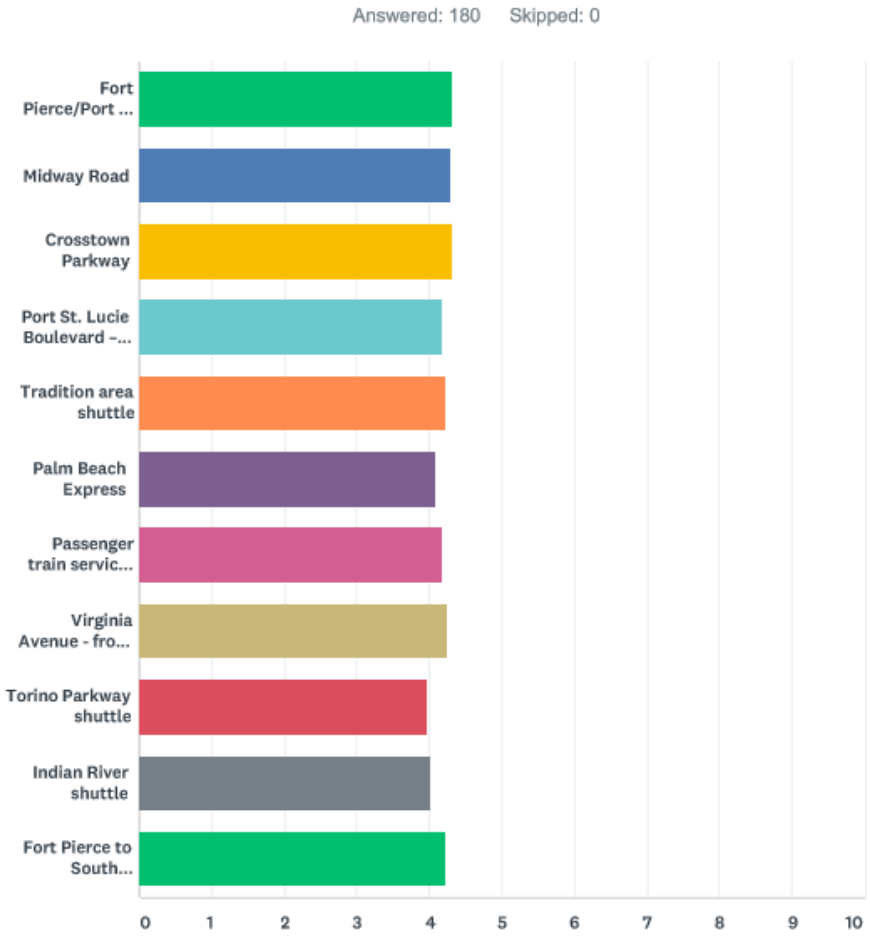
On Question 2 of the Phase II survey, people were asked how strongly they agree or disagree with 10 proposed new bus routes. Based on the responses, each project received a weighted average score, with higher scores being more popular. All proposed routes were overwhelmingly popular, and a few tied in vote totals.

A new route on 25th Street linking Fort Pierce and Port St. Lucie was ranked highest, with 84 percent either agreeing or strongly agreeing it is needed, giving it a score of 4.33. Close behind was new service on Crosstown Parkway with a score of 4.30 and Midway Road service with 4.28.

Trailing right behind was a new route on Virginia Avenue from U.S. 1 to Kings Highway, a shuttle in the Tradition area and new service from Fort Pierce to South Hutchinson Island. Two projects tied with scores of 4.19 were a new route on Port St. Lucie Boulevard south of Gatlin Boulevard and passenger train service from Orlando to Miami. A new Palm Beach Express route scored slightly lower, with a weighted average of 4.08. Still, 44 percent of business leaders strongly agreed it is needed, with 29 percent agreeing the project would benefit the community.

Proposed shuttles to Indian River County and in the Torino Parkway area received the least support, scoring 4.01 and 3.98, respectively.

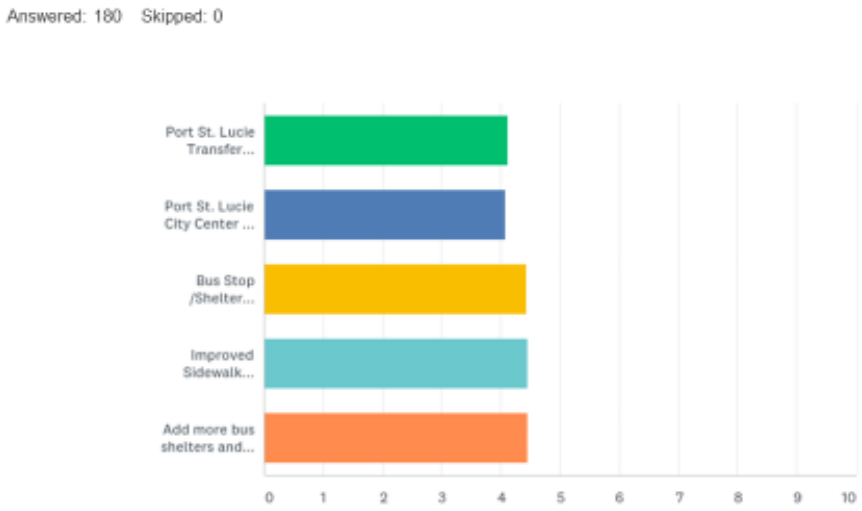
Figure 5-36: New Bus Service – Please indicate how strongly you disagree or agree with the following:



On the final Phase II question, participants were asked whether they agreed or disagreed with several capital improvement projects under review. As with earlier questions, each project was scored based on its popularity. Each of the five proposals was very popular and endorsed by at least 75 percent of participants.

The top two projects tied in vote totals, each with a score of 4.45. Participants overwhelmingly favored improved sidewalk connections to bus stops and more bus shelters and benches. Close behind was a desire for bus stop and shelter improvements like solar lighting, shade structures and seating. Restrooms and improved amenities at the Port St. Lucie Transfer Station scored 4.12, while a new bus hub or transfer station at the Port St. Lucie Civic Center scored last with a 4.07 weighted average.

Figure 5-37: Technology/Capital – Please indicate how strongly you disagree or agree with the following:



5.5 Public Outreach Conclusion

An evaluation of public involvement activities and general conclusions are included in this chapter. The evaluation consists of a comparison of TDP Public Involvement Plan (PIP) Measures of Effectiveness (MOEs) and actual results achieved. Based on the summary of public involvement activities presented in the previous chapter, general conclusions are drawn with the purpose of identifying and assessing the most notable community perceptions of public transportation services as well as issues and opportunities to consider during the development of the TDP.

5.5.1 Public Involvement Activity Evaluation

The TDP PIP identifies MOEs for each public involvement activity conducted for this TDP. Final results of public involvement activities for Phases I and II are summarized in Tables 5-1 and 5-2 and compared with their corresponding MOEs.

Results from the public involvement efforts indicate key objectives in St. Lucie County should be improving mobility options for those who are disadvantaged and enhancing service to attract choice riders.

Public comments that were collected through the public involvement efforts are reflective of the standing of St. Lucie County Community Transit in the community. Comments were gathered from riders and the general public online and at several grassroots outreach events in two separate phases of public involvement. Generally, the public was very positive in its support of public transportation and future improvements to St. Lucie County bus service. Although the public was aware of public transportation services in St. Lucie County, most were not familiar with free fares, a perk some said would influence their decision to ride the bus.

When asked which service improvements should be made first, riders chose additional weekend service, night service and bus arrivals every half hour rather than the current one-hour schedule as their top priorities. New routes along 25th Street, Midway Road and Gatlin Boulevard south of Port St. Lucie Boulevard were also identified as key future connections for St. Lucie County. Among potential service improvements, most riders favored reducing the time it takes to make a trip on the bus, followed by ensuring that buses arrive on time.

As evidenced by the following tables, the County met or exceeded its MOE goal in nearly every category of public involvement, ensuring that the public was given ample opportunity to weigh in on this important aspect of transportation planning. During Phase I, people were asked to value a wide array of enhanced service options and potential routes. Survey results were tallied, and the most desired service improvements presented to the public in Phase II to be further ranked and identified.

Table 5-5: Phase I TDP Public Involvement

Outreach Strategy	Measure of Effectiveness	Target	Actual
Stakeholder database	Number of persons in database who identify themselves as members of the general public	*200*	**203**
Grassroots outreach efforts	Number of attendees or interactions with interested persons at each event/meeting	*25 per event*	**30**
Grassroots outreach public input	Number of returned comment cards, surveys, or questionnaires at grassroots outreach events	*100*	**107**
Websites and other communications	Number of phone calls, emails, and visitors to County offices or websites regarding TDP update process	*100*	**463**
Accessibility of public meeting locations	Percentage of all public meeting locations served by at least one transit route	*75%*	**90%**
Accessibility to meeting locations by Environmental Justice (EJ) communities	Percentage of grassroots outreach events held in EJ communities.	*50%*	**80%**
Accessibility of LEP persons	Percentage of all TDP information distributed in Spanish versions	*15%*	**25%**
Accessibility to meeting locations by persons with disabilities	Percentage of meeting locations accessible by persons with physical disabilities as outlined by ADA	*100%*	**100%**
Accommodation of participant work schedules	Number of public involvement events conducted in evenings or on weekends	*5*	**10**

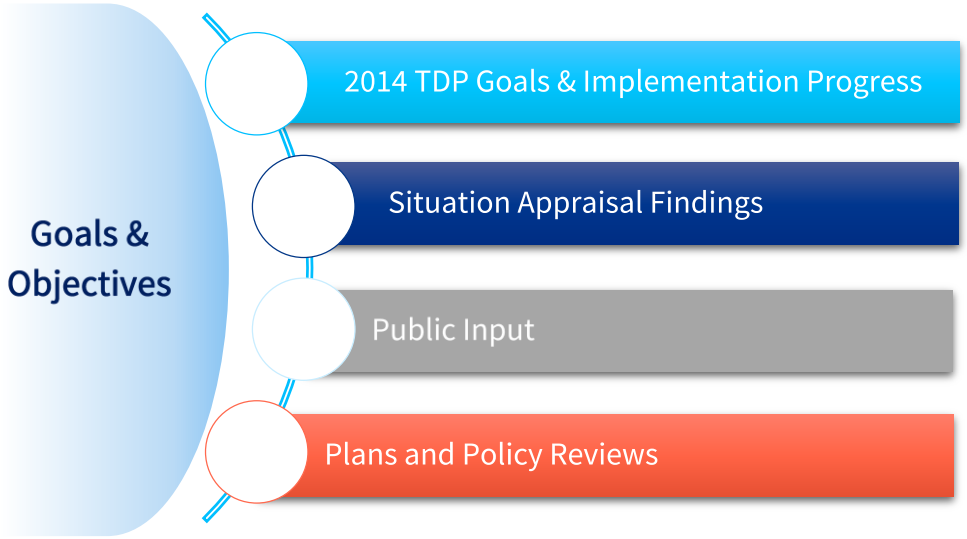
Table 5-6: Phase II TDP Public Involvement

Outreach Strategy	Measure of Effectiveness	Target	Actual
Grassroots outreach efforts	Number of attendees or interactions with interested persons at each event/meeting	*25 per event*	**20**
Grassroots outreach public input	Number of returned comment cards, surveys, or questionnaires at grassroots outreach events	*100*	**95**
Websites and other communications	Number of phone calls, emails, and visitors to County offices or websites regarding Phase II alternatives.	*30*	**100**
Accessibility of public meeting locations	Percentage of all public meeting locations served by at least one transit route.	*75%*	**75%**
Accessibility to meeting locations by Environmental Justice (EJ) communities	Percentage of grassroots outreach events held in EJ communities.	*50%*	**80%**
Accessibility of LEP persons	Percentage of all TDP information distributed in Spanish versions.	*15%*	**15%**
Accessibility to meeting locations by persons with disabilities	Percentage of meeting locations accessible by persons with physical disabilities as outlined by ADA	*100%*	**100%**
Accommodation of participant work schedules	Number of public involvement events conducted in evenings or on weekends	*4*	**5**

6.0 GOALS & OBJECTIVES

Goals and objectives are an integral part of St. Lucie County's *Bus Plus* plan, as they provide the policy direction to achieve the community's vision while helping guide the agency as the county evolves. The following sources were used to guide the update of the adopted TDP goals and objectives for the next 10 years:

- Goals and objectives from the last TDP and progress on the 2014 TDP's 10-year implementation plan.
- Findings from the Situation Appraisal, which identified key issues that affect St. Lucie County's transit system today and will affect the system over the next few years.
- Input received from the public on the needs and direction of transit in St. Lucie County and the immediate region.
- Findings from reviews of policies and recommendations, goals, and objectives included in other agency plans to ensure consistency with other planning efforts at the national, state, regional, and local levels.



6.1 Goals & Objectives

An updated set of goals was developed to address the key challenges facing St. Lucie County today and over the next 10 years. For each goal, a series of objectives and strategies are presented that outline how each goal will be achieved.

Goal 1: A high-quality transit service that provides a high level of service and convenience.

Objective 1.1 Increase the number of one-way, fixed-route passenger trips by an average of five percent annually.

Strategy 1.1.1	Implement capital and service improvements and expansions consistent with the priorities identified in the St. Lucie County *Bus Plus* plan.
Strategy 1.1.2	Meet at least once quarterly with neighboring counties to coordinate on the pursuit and implementation of regional transit opportunities.

Objective 1.2 Maintain service reliability and on-time performance.

Strategy 1.2.1	Maintain state of good repair targets consistent with the Transit Asset Management (TAM) Plan for revenue vehicles.
Strategy 1.2.2	Ensure no less than 10,000 miles between roadcalls.
Strategy 1.2.3	Achieve on-time performance of 90% or better for fixed-route services.

Objective 1.3 Develop a system-wide performance monitoring program.

Strategy 1.3.1	Implement a performance monitoring program, as outlined in the *Bus Plus* plan, that provides a threshold for determining individual route performance and when improvements are to be considered.
Strategy 1.3.2	Incorporate measures from the performance monitoring program into St. Lucie County's Clear Point community dashboard and create quarterly reports on fixed-route and paratransit services.
Strategy 1.3.3	Integrate TAM targets and other desired standards into an overall performance monitoring program, adopted by the Board of County Commissioners.
Strategy 1.3.4	Using the Clear Point community dashboard and TAM Plan thresholds, develop quarterly reports on the St. Lucie County transit system.
Strategy 1.3.5	Incorporate items from the performance monitoring program into the annual published performance report required by FDOT and published in a local general circulation newspaper annually.

Objective 1.4 Form partnerships with public and private entities to develop innovative services and technology programs and pilot projects.

Strategy 1.4.1	Identify and engage at least two potential public and private partners annually to initiate new AV and/or micro-transit pilot projects.
Strategy 1.4.2	Develop at least one action plan annually with identified partners to pursue and identify potential AV and/or micro-transit pilot projects and possible funding sources. Pursue and implement at least one pilot project during the first three years of the *Bus Plus* plan.
Strategy 1.4.3	Develop at least one action plan annually with identified partners to pursue and identify potential alternative fuel applications, best practices, and possible grant resources.
Strategy 1.4.4	Work with South Florida Commuter Services to identify and develop implementation strategies for new commuter routes and services.

Objective 1.5 Improve accessibility to transit services and facilities.

Strategy 1.5.1	Work with St. Lucie County and its municipalities to develop an inventory of sidewalks and gaps within a ½ mile of each bus stop, outlining a transit-related accessible path needs plan by the end of FY 2021.
Strategy 1.5.2	Enhance sidewalk development and accessibility to bus stops and transit stations by annually identifying gaps in accessible paths and working with the TPO, School Board, and other local jurisdictions to incorporate accessibility into their project evaluation and prioritization process for funding.
Strategy 1.5.3	Systematically improve infrastructure including benches, shelters, signage, and overall accessibility at bus stops and transit stations by developing a Transit Facility Needs and ADA Transition Plan by the end of FY 2021; update the Transition Plan no less than every three years.
Strategy 1.5.4	By 2022, integrate the Transit Facility Needs and ADA Transition Plan into the development review process to ensure that developers are contributing to the funding of vital transit infrastructure and accessibility.

Goal 2: A financially-efficient and affordable transit service.

Objective 2.1 Maintain cost efficiencies and financial stability.

Strategy 2.1.1	Maintain funding levels for fixed-route bus service consistent with the St. Lucie County *Bus Plus* financial plan.
Strategy 2.1.2	Implement efficiency improvements that will prevent an increase in operating costs per revenue mile of more than five percent annually.
Strategy 2.1.3	Within two months prior to the end of the current fare-free pilot program, complete an evaluation determining the feasibility of its continuance vs. re-

	establishment of fares; present and gain policy direction from the Board of County Commissioners before the pilot project ends and implement as directed.

Objective 2.2 Identify and evaluate additional opportunities to enhance revenues.

Strategy 2.2.1	Evaluate periodically (at least once every five years), the possibility of increasing the County's MSTU rate, with the first evaluation completed by August 2020.
Strategy 2.2.2	Submit annually, at a minimum, three grant applications/requests for capital and/or operating funding available through Federal, State, and local grant programs.
Strategy 2.2.3	Meet annually with the St. Lucie County Planning Division to jointly develop improved and/or development regulations that support increased contributions from developers for transit facilities or new services.
Strategy 2.2.4	Periodically, but not less than annually, review the new or emerging developments for private/partner contributions to support enhanced or new transit services.
Strategy 2.2.5	Within six months of the establishment of fares, develop and implement an employer partnership program to initiate agency contributions to the transit system and provide transit access via employee bus passes; if implemented, institute at least one new employer partnership per year.

Goal 3: Widespread knowledge and awareness of the transit system through marketing and education efforts.

Objective 3.1 Achieve regional and local support of transit initiatives.

Strategy 3.1.1	Reach out annually to at least three major employers and institutions to assess marketing and educational opportunities and develop partnerships for implementation of enhanced public transportation services.
Strategy 3.1.2	Develop and annually update a contacts database and distribution list for use in notifying customers and potential customers about system improvements and changes.
Strategy 3.1.3	During FY 2020, develop an action plan and a series of public awareness resources that describe the benefits of transit service and outline transit as an attractive and cost-effective travel option.
Strategy 3.1.4	Implement the action plan to increase public awareness of the benefits of transit service by marketing transit as an attractive and cost-effective travel option, reviewing the effectiveness and updating at least annually.
Strategy 3.1.5	Address at least 10 audiences on the state of transit in St. Lucie County on an annual basis; audiences can include governmental bodies, community groups,

	transit passengers, neighboring transit agencies, etc. The communication can take the form of a newsletter, e-newsletter, presentation, etc.
Strategy 3.1.6	Reach out on an as-needed basis, at least annually, on regional commuter needs and services with South Florida Commuter Services.

Objective 3.2 Implement a marketing plan.

Strategy 3.2.1	Annually review schedules and rider information to ensure they are easily accessible to customers.
Strategy 3.2.2	Annually review and update the marketing plan.
Strategy 3.2.3	Annually implement the marketing plan and pursue advertisement opportunities; develop marketing resources and materials as outlined in the plan.
Strategy 3.2.4	Annually review and update electronic communications (web site, social media, etc.) to ensure user-friendly formats.
Strategy 3.2.5	Coordinate marketing strategies outlined in marketing plan with the South Florida Commuter Services program on targeting commuters within and coming to St. Lucie County.

Goal 4: Transit Supportive land use and policies.

Objective 4.1 Review/update local development codes to enhance the ability to fund and develop new transit options in growing areas.

Strategy 4.1.1	Meet at least annually with appropriate County departments and the municipal jurisdictions to identify strategies that will encourage and foster the development community to provide/build transit-supportive development.
Strategy 4.1.2	By 2021, work with St. Lucie County to approve and support the use of development incentives for developers and major employers to support and promote public transportation.
Strategy 4.1.3	Meet annually with local municipalities to develop, approve, and support the use of development incentives for developers and major employers to support and promote public transportation.

7.0 TRANSIT DEMAND ASSESSMENT

The purpose of this section is to quantify and summarize the demand and mobility needs assessment conducted as part of the *Bus Plus* plan. An accurate understanding of the existing demand for mobility options within the community is necessary to develop specific strategies to improve the transit services. By developing an accurate estimate of the demand, the ability to gauge the benefits and potential success of the proposed investments are then possible and provides a basis for developing and evaluating various alternatives and desired improvements.

The assessment to fully identify transit needs begins by combining the findings and results from the baseline conditions assessment, performance reviews, public outreach, and the situation appraisal. Building a needs plan starts with understanding the community's demand and need for service, identifying system gaps, and vetting the current conditions against the future vision for the community and the system. The demand assessment lays the foundation for understanding mobility demand and completing the assessment yields another building block for evaluating the community's transit needs for the next 10 years.

To complete the needs assessment, and building on the previous work identified above, the transit demand and mobility needs were further assessed using the following techniques:

- **Market Assessment** – Two market assessment tools were used to assess demand for transit services for the next 10 years. The tools assessed traditional and discretionary transit user markets in St. Lucie County for the existing population.
- **Ridership Demand Assessment** – Projected ridership demand was developed at the route-level and system-wide, assuming the maintenance of 2018 transit service levels and facilities. The projections were prepared using Transit Boardings Estimation and Simulation Tool (TBEST), the FDOT-approved ridership estimation software for TDPs.

These assessment techniques and their results are summarized in this section and support the overall assessment of transit demand. The key elements and results of the needs assessment and transit demand in St. Lucie County are summarized at the end of this section and lead to development of the proposed service alternatives for the *Bus Plus* plan.

7.1 Market Assessment

The TDP market assessment includes an evaluation from the perspectives of the discretionary rider market and the traditional rider market, the two predominant ridership markets for bus transit service. Analytical techniques for conducting each market analysis include a Transit Orientation Index (TOI) for the traditional market and public involvement results for the discretionary market. These techniques can be used to determine if existing transit routes are serving areas of St. Lucie County considered transit-supportive for the corresponding transit market. The transit markets and the corresponding market assessment techniques are described below.

7.1.1 Traditional Rider Markets

A Transit Orientation Index (TOI) analysis was developed to assess the locations of persons who are more likely to use public transportation. Generally, this includes those who, because of their age, cannot drive (or prefer not to drive) and those who cannot afford to drive. The analysis is based on the following four demographic categories:

- Youth (age < 18)
- Older adult (age > 65)
- Poverty (households with incomes below poverty level)
- Zero-vehicle households

Using the 2013–2017 American Community Survey (ACS) as a data source yielded the following countywide percentages:

- Youth – 21%
- Older adult – 23%
- Poverty – 16%
- Zero-vehicle households – 6%

Map 7-1 shows areas of St. Lucie County in which one or more of the above percentages are exceeded. For example, an area in orange indicates high concentrations of youth, older adults, persons living below the poverty level, or households without access to an automobile. The map indicates TOI levels (0–1: Low, 2: Medium, and 3: High). Areas with TOI levels of 3, the highest rating, have concentrations of persons who would be most likely to use public transportation and include areas near US-1, much of Fort Pierce, near Airoso Boulevard and Prima Vista Boulevard, and near Tulip Boulevard.

7.1.2 Discretionary Market

Achieving the highest possible ridership is one of a number of primary goals for any transit agency. In St. Lucie County, transit planning has been focused on the needs of those who are transit-captive as well as those who are transportation disadvantaged. To make the transit system maximally productive, transit service should be attractive to discretionary riders—those who have access to another mobility option such as a private vehicle. According to the 2017 ACS, less than one percent of workers ages 16 and older use transit in their journeys to work.

To gauge opinions of potential discretionary riders regarding public transportation, one of the questions in the TPO's 2018 public involvement survey pertained to transit ridership. Specifically, the question asked respondents to check all the ways they wanted to travel. The results of the survey of almost 1,000 respondents is shown in Table 7-1. Because respondents could check more than one mode of travel, the results total more than 100%.

Map 7-1: Transit Orientation Index

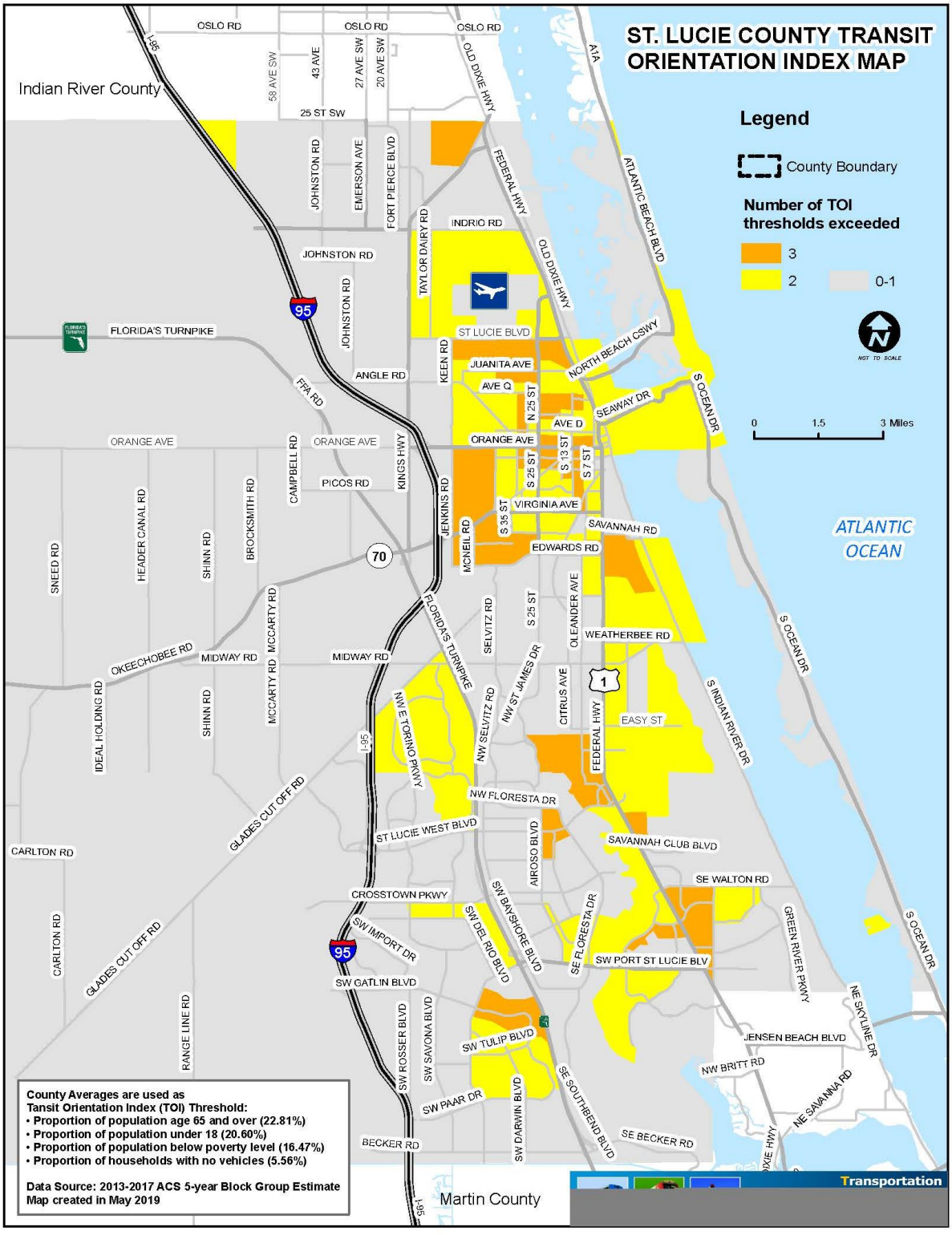


Table 7-1: Survey Results: Ways Respondents Want to Travel

Travel Mode	% Respondents
Drive	76%
Ride bus	36%
Walk	36%
Bicycle	27%
Carpool	16%
Taxi/Uber/Lyft	14%

As shown, there is real potential to attract discretionary riders. The two most important determinants of rider satisfaction with transit are service frequency and travel time. In addition, premium services, such as express bus or rail, tend to attract more riders who have a choice. As evidenced by the surge in ridership experienced during the County's fare-free pilot program, fare decreases attract choice riders as well. Fixed-route ridership experienced an increase of 140% from FY 2017 to FY 2018. FDOT awarded a third year of grant funding to continue the County's fare-free pilot program until August 2020 to enable further analysis of the economic development and operating system impact of the program.

7.2 Ridership Demand Assessment

St. Lucie County fixed-route ridership forecasts were prepared using TBEST, the planning software developed by FDOT. TBEST integrates socio-economic, land use, and transit network data for scenario-based transit ridership estimation and analysis. The software was designed to provide near-term and mid-term forecasts of transit ridership consistent with the needs of transit operations planning and TDP development.

Running the TBEST model required the following inputs regarding the County's fixed-route network:

- Bus schedules with time points and route maps
- Operating characteristics for bus transit routes, including route type, headways, route length, days of service, service span, and fares
- Observed average daily ridership by route
- Socioeconomic data in GIS and tabular formats
- GIS bus route layers

7.2.1 TBEST Limitations

It is important to keep in mind that although TBEST is a tool for evaluating improvements to existing and future transit services, model outputs do not account for latent demand for transit that could yield significantly higher ridership. Thus, model outputs may overestimate demand in isolated cases. In addition, TBEST cannot display sensitivities to external factors such as an improved marketing and advertising programs, changes in service pricing for customers, and other local conditions. These facts may be more obvious from a long-term standpoint, which could result in greater inaccuracy of long-term ridership forecasts. Furthermore, although TBEST provides ridership projections at the route and bus stop levels, its strength lies more in its ability to facilitate relative comparisons of ridership

productivity. As a result, model outputs are not absolute ridership projections but, rather, provide comparative evaluations for actual service implementation decisions.

7.2.2 TBEST 10-Year Status Quo Modeling Results

Using the inputs and assumptions described in this document, the model was successfully validated. The validation process uses observed ridership data and socioeconomic data to check for reasonableness and sensitivity within the model. Using the validated model, the 2029 scenario was created, which represents the existing fixed-route system without any modifications. A model run was performed for the 2029 scenario, and the results are shown in Table 7-2, which shows both the existing number of annual riders by route and the projected number of annual riders by route in 2029, respectively, as well as the ridership growth rates from 2018–2029 derived from TBEST. Scenarios were run to show the growth rate under a fare-free policy and with a fare of $1.

Table 7-2: TBEST Results by Route

Route	2018 Existing Annual Ridership	2029 Annual Ridership		Ridership Growth 2018–2029	
		$0 Fare	$1 Fare	$0 Fare	$1 Fare
TCC 1	216,515	251,101	231,822	16.0%	7.1%
TCC 2	79,915	91,015	84,286	13.9%	5.5%
TCC 3	103,375	119,719	110,981	15.8%	7.4%
TCC 4	59,965	68,561	63,138	14.3%	5.3%
TCC 5	41,930	48,228	44,824	15.0%	6.9%
TCC 6	84,610	96,385	89,648	13.9%	6.0%
TCC 7	20,655	23,582	23,765	14.2%	15.1%
Totals	**609,965**	**698,591**	**648,464**	**15.1%**	**6.8%**

Based on the TBEST modeling results, maintaining the status quo, both fare-free and a $1 fare, would result in an increase in transit ridership over the next 10-year period. According to TBEST, annual system-wide ridership with a fare-free system is expected to increase approximately 15% annually (from 606,965 to 698,591) by 2029. With a $1 fare, ridership is expected to increase from 606,965 to 448,464 by 2029, a 7% increase. This projected annual growth rate is less than the average actual annual growth rate (34%) of system-wide ridership from year 2012 to 2017; however, this increase factors in the boost in ridership from the establishment of the fare-free pilot program in 2017. Although ridership growth for the existing fixed-route service is projected to experience a considerable increase, the service improvements and new service implementation identified in this TDP process will contribute to additional ridership gains.

8.0 ALTERNATIVES DEVELOPMENT & EVALUATION

This section identifies potential transit improvements for the *Bus Plus* plan. The proposed improvements, referred to as alternatives, represent the transit needs for the next 10 years and were developed without consideration of funding constraints.

The identified alternatives are later prioritized using an evaluation process that considers public outreach and potential benefits accrued. The resulting prioritized list of improvements is then used to develop the 10-year implementation and financial plans. As St. Lucie County continues to grow, these prioritized transit needs will assist St. Lucie County in identifying service improvements as funding becomes available.

8.1 Development of Alternatives

The 2020–2029 TDP transit alternatives consist of improvements that enhance existing St. Lucie County transit services and expand transit service to new areas. The alternatives reflect the transit needs of the community and have been developed based on information gathered through the previous work with specific focus from the following elements:

- ***Public Outreach*** – Multiple techniques were used to obtain substantive public input on transit needs throughout the TDP planning process. An on-board bus rider survey, public workshops, discussion groups, and a general public survey were conducted to gather input from the full community, including the general public and stakeholders, regarding what alternatives should be considered in the next 10 years.
- ***Situation Appraisal*** – The 10-year TDP is required by State law to include an appraisal of the environment in which the transit agency operates. This helps to develop an understanding of the operating environment in the context of key elements as specified in the TDP Rule. The implications from the Situation Appraisal findings help shape the identification of potential transit alternatives.
- ***Goals & Objectives*** – The goals and objectives updated as part of this 10-year TDP re-emphasize many of the agency's existing priorities, as well as outline new priorities for improvements based on transit needs. The objectives and strategies often provide insight into transit needs within the community and the potential means with which to meet them.
- ***Transit Demand Assessment*** – An assessment of transit demand and needs, which included the use of various GIS-based analysis tools, was conducted for St. Lucie County. These technical analyses, together with the baseline conditions assessment and performance reviews previously conducted, were used to help identify areas with transit-supportive characteristics while developing the list of transit alternatives.

Based on these methods, alternatives were identified and grouped into three categories:

- Service
- Capital/Infrastructure
- Planning/Policy

Specific improvements identified within each category are summarized.

8.1.1 Service Improvements

Service improvements include enhancements to existing routes related to frequency, extended service hours, and/or additional days of service. This category also includes service expansion, including new routes/modes for operating in areas not currently served by the transit system. The proposed new routes are shown in Map 8-1.

8.1.1.1 Improve Existing Services

Increasing frequencies, expanding hours, and adding new days of service for existing bus routes are significant needs as identified through the alternatives development process. These potential improvements to the existing fixed-route network include the following:

- Enhanced frequency on routes – Double frequency on existing routes 2 and 3 from 60 minutes to 30 minutes.
- Extended service hours on Route 7 – Most routes currently operate between 6:00 AM and 8:00 PM Monday through Friday, whereas Route 7 operates only from 7:00 AM and 6:00 PM. This alternative would extend service to match the other existing routes.
- Expand Saturday hours – On Saturdays, service currently runs from 8:00 AM to 4:00 PM. This improvement would expand service hours on Saturdays to match the weekday span of service.

8.1.1.2 Add New Services

- Fort Pierce/Port St. Lucie Express (25th Street) – Express route on 25th Street north/south service from Orange Avenue to Port St. Lucie Boulevard.
- Midway Road – East/west service on Midway Road from Jenkins Road to Palm Drive.
- Crosstown Parkway – Service on Crosstown Parkway extending from Village Parkway east to the Port St. Lucie Civic Center, connecting to Route 4.
- Route 5 split – Existing Route 5 split into two separate routes to serve residential area south of Gatlin Boulevard.
- Port St. Lucie Boulevard– Local route that extends Route 5 south to Paar Drive along Port St. Lucie Boulevard, circles up to Gatlin Boulevard via Rosser Boulevard.
- Gatlin Boulevard – Route that keeps service on Gatlin Boulevard from Village Parkway to Port St. Lucie Boulevard.
- Palm Beach Express – Express service along I-95 connecting St. Lucie County to Martin County.

- Passenger train service from Orlando to Miami – Virgin Trains currently operates service from West Palm Beach to Miami along East Coast rail corridor, is looking to expand service northward to Orlando. This proposed alternative assumes a stop in Fort Pierce.
- Virginia Avenue – Local route running along Virginia Avenue from US-1 to Kings Highway, providing service to major activity centers, such as Indian River State College, Virginia College, Lawnwood Sports Complex, and the Botanical Gardens.
- Fort Pierce to South Hutchinson Island – Local service to and from Hutchinson Island along A1A, connecting to existing routes 1, 2, and 3.
- Selvitz Road/Bayshore Boulevard – Local route running south along Selvitz Road from Midway Road to Port St. Lucie Boulevard, running north on Airoso Boulevard to loop back up to Midway Road.
- Tradition area shuttle (micro-transit service) – New micro-transit service provided in Tradition area; low-cost, on-demand service that can function as flexible feeder service to other established routes; proposed service would provide key local and regional connection, providing service connecting Tradition area to Route 5 and proposed Palm Beach Express on I-95.
- Torino Parkway shuttle (micro-transit service) – New micro-transit service provided in residential area surrounding Torino Parkway south of Midway Road.
- Indian River Estates shuttle (micro-transit service) – New micro-transit service provided in Indian River Estates south of Midway Road; connection to proposed Midway Road route.

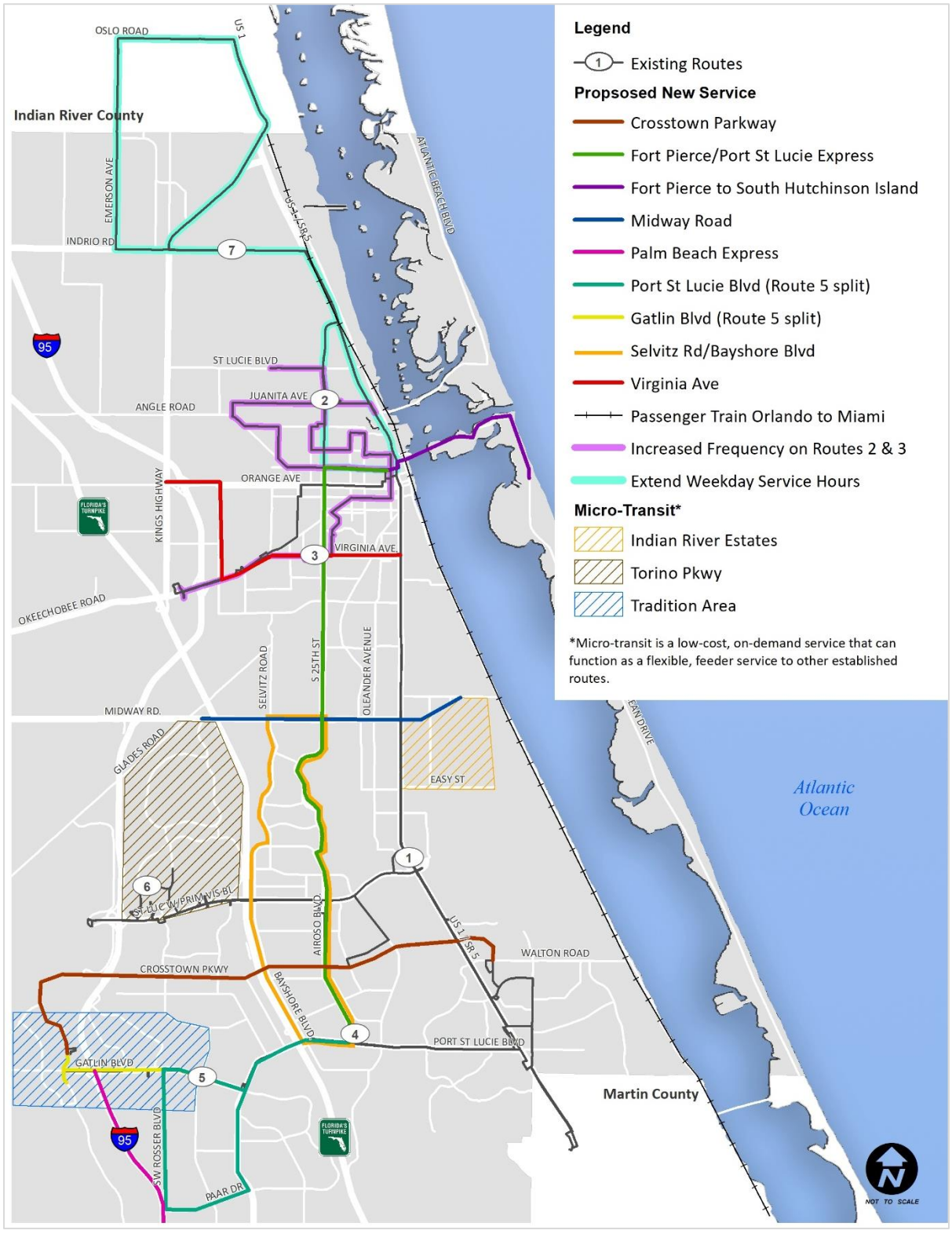
8.1.2 Capital/Infrastructure

- Port St. Lucie Transfer Station Improvements – Restrooms and improved amenities
- Port St. Lucie City Center – New bus hub/transfer station
- Bus Stop/Shelter improvements – Solar lighting, shade structures, and seating
- Improved sidewalk connections to bus stops
- New operations/maintenance/admin facility

8.1.3 Planning/Policy

- Completion of bus stop and transit facility accessibility assessment and ADA Transition Plan
- Completion of Comprehensive Operations Analysis (COA)
- Determination on fare policy after service development funds for fare-free program end in FY 2020

Map 8-1: Proposed Service Improvements



8.2 Evaluation of Alternatives

The remainder of this section summarizes the evaluation process for service alternatives developed for the *Bus Plus* plan. Because many alternatives are identified, ranging from expansion of existing routes to implementation of new routes, it is important for St. Lucie County to prioritize these improvements to effectively plan and implement them within the next 10 years using existing and/or new funding sources.

8.2.1 Alternatives Evaluation Methodology

A methodology was developed to evaluate and prioritize the transit alternatives presented in the previous section. To prioritize and program these service improvements, it is important to weigh the benefits of each service improvement against the others. By conducting an alternatives evaluation, St. Lucie County can better prioritize projects and allocate funding using an objective prioritization process. The remainder of this section identifies and defines the evaluation criteria used to prioritize the service improvements.

Four evaluation categories were identified for determining criteria for the evaluation:

- Public Outreach
- Goals & Objectives
- Transit Markets
- Productivity & Efficiency

Table 8-1 lists these evaluation categories and their corresponding criteria, the associated measure of effectiveness, and the assigned weighting for each criterion. Descriptions of the elements in the table follows.

8.2.1.1 Public Outreach

An extensive public outreach process was conducted for the *Bus Plus* TDP effort and resulted in numerous opinions and suggestions on transit services from transit users, non-users, operators, and business, academic, social, and medical organizations. In addition, the public outreach process included discussions with policy leaders and St. Lucie County and TPO staff to gauge their views on transit services. Based on an in-depth review of input received, interest in a particular route or type of service was categorized as “Low,” “Moderate,” “High,” or “Very High” in the alternatives evaluation process.

8.2.1.2 Goals & Objectives

Consideration of the systemwide and countywide goals should be given when evaluating the alternatives in this TDP. Continuing to operate a high quality and financially efficient service that maximizes geographic coverage, service hours, and frequency will better address the mobility needs of riders and provide a transportation option that is more accessible to a larger cross section of the community.

Table 8-1: Alternative Evaluation Measures

Category	Criteria	Measure of Effectiveness	Relative Weighting	Overall Category Weight
Public Outreach	Survey Results	Level of interest in specific alternatives (Very High, High, Moderate, Low), as indicated by Transit Priorities Survey	15%	30%
	Public Input	Level of interest in specific improvements (Very High, High, Moderate, Low), as gathered from overall public input	15%	
Goals & Objectives	Community Goals	Level of consistency with the goals established for the community within St. Lucie County	10%	20%
	System Goals	Level of consistency with the goals established for the Treasure Coast Connector during the TDP Process	10%	
Transit Markets	Traditional Market	Percent of corridor in "High" or "Very High" transit orientation area	15%	25%
	Regional Market	Connectivity to adjacent counties and major activity centers	10%	
Productivity & Efficiency	Productivity	Trips per hour (TBEST generated trips per revenue hour of service)	15%	25%
	Cost Efficiency	Cost per trip (including new trips)	10%	
Total			**100%**	**100%**

8.2.1.3 Transit Markets

For the evaluation of alternatives, two transit markets were identified:

- **Traditional Market** – Existing population segments that historically have had a higher propensity to use transit and/or are dependent on public transit for their transportation needs. For the alternatives evaluation, the proportion of each corridor operating within a "High" or "Very High" transit-oriented area was calculated.
- **Regional Market** – Each route was assessed for potential regional connectivity. Routes connecting to key areas inside and outside of St. Lucie County were considered for the alternatives evaluation. Inter-county routes with connections to adjacent counties were scored higher than those limited to serving St. Lucie County only. A higher score was also given to intra-county routes with connections to the major activity centers previously discussed in Section 2. Based on conclusions drawn from public involvement input, regional service to adjacent counties and connections to major activity centers is a desired attribute for future routes.

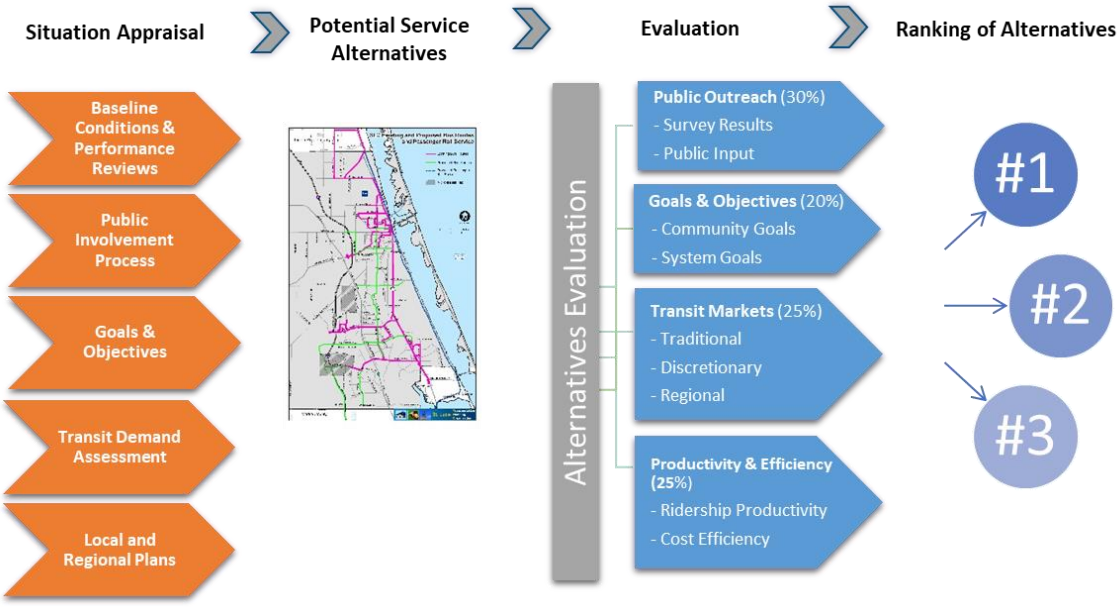
8.2.1.4 Productivity and Efficiency

Productivity is generally measured in terms of ridership productivity and cost-efficiency measures used by transit agencies to gauge how well it uses existing resources. Ensuring productivity and cost-efficiency is critical to the success of the agency, and services projected to perform well in terms of their productivity and efficiency should receive a higher priority. Forecasts of ridership, revenue hours, and operating costs for each individual alternative are used in this evaluation process.

- **Ridership productivity** – measured in terms of annual passenger trips per revenue hour of service. To provide for an equal comparison between alternatives, passenger trips and revenue hours of service were generated using output from TBEST 2029 ridership data.
- **Cost efficiency** – evaluated for each alternative using a transit industry standard efficiency measure, operating cost per passenger trip, which uses the transit system's performance data and TBEST 2029 ridership data.

Figure 8-1 shows the 10-year transit service alternatives evaluation process, including criteria, measures, and weights used for each category. A summary of various criteria and measures used in each step, as well as the alternatives scoring thresholds, are presented in the remainder of this section.

Figure 8-1: Transit Service Alternatives Evaluation Process



8.2.2 Alternatives Scoring Thresholds

As noted, each criterion is assigned a weight. Weighting the criteria affords the opportunity to measure the relative importance of each among the group of criteria to be applied. For each transit alternative, a score was determined either through the computation of the selected measure or through the educated judgment of the assessor. Scores for the more qualitative criteria (i.e., public input and

regional connectivity) were assigned based on a relative comparison of each transit alternative with other transit alternatives. A higher score is consistent with a higher ranking for a given alternative for the criterion being evaluated.

The thresholds for computation-based criteria (traditional market, choice market, trips per hour, and operating cost per trip) were determined using the average of the entire data set and one standard deviation above or below the average. Table 8-2 shows the thresholds and scoring for each criterion used in the alternatives evaluation.

Table 8-2: Alternatives Evaluation – Scoring Thresholds

Criteria	Range	Score
Survey Results – Transit Priorities Survey	Less than (Average – 1 SD)	1
	Between (Average – 1 SD) to Average	3
	More than Average to (Average + 1 SD)	5
	More than (Average + 1 SD)	7
Public Input – Interest in improvements	Low	1
	Moderate	3
	High	5
	Very High	7
Goals & Objectives – Community Goals	Low	1
	Moderate	3
	High	5
	Very High	7
Goals & Objectives – System Goals	Low	1
	Moderate	3
	High	5
	Very High	7
Traditional Market Potential (% Serving Traditional Market)	Less than (Average – 1 SD)	1
	Between (Average – 1 SD) to Average	3
	More than Average to (Average + 1 SD)	5
	More than (Average + 1 SD)	7
Regional Connectivity	Low	1
	Moderate	3
	High	5
	Very High	7
Trips per Hour	Less than (Average – 1 SD)	1
	Between (Average – 1 SD) to Average	3
	More than Average to (Average + 1 SD)	5
	More than (Average + 1 SD)	7
Operating Cost per Trip	More than (Average + 1 SD)	1
	More than Average to (Average + 1 SD)	3
	Between (Average – 1 SD) to Average	5
	Less than (Average – 1 SD)	7

Note: SD = statistical Standard Deviation

8.3 Alternatives Evaluation Results Summary

Each alternative received a score by using the process summarized previously. The alternatives were then ranked based on their respective score. Detailed results of the evaluation are presented in Table 8-3, and Table 8-4 presents the detailed results of the project prioritization.

Table 8-3: 10-Year Transit Service Alternatives Ranking

Rank	Proposed Improvements	Evaluation Score
Improvements to Existing Service		
1	Increase frequency on Routes 2 & 3	5.00
2	Expand Saturday service hours for all routes	4.50
3	Expand service hours on Route 7	2.60
New Services		
1	Fort Pierce/Port St. Lucie Express (25th Street)	5.10
2	Midway Road	4.70
3	Virginia Avenue	4.50
4	Port St. Lucie Boulevard (Route 5 split)	4.10
4	Gatlin Boulevard (Route 5 split)	4.10
6	Palm Beach Express	4.00
7	Fort Pierce to South Hutchinson Island	3.90
8	Crosstown Parkway	3.70
9	Selvitz Road/Bayshore Boulevard	3.20
New Micro-Transit		
1	Tradition Area	3.55
2	Torino Parkway	2.75
3	Indian River Estates	2.35

Table 8-4: Results of Alternatives Evaluation

Evaluation Criteria	Scoring Details	Bus Every 30 Minutes (Route 2 & 3)	Extend Service Hours (Route 7)	Expand Saturday Service	Fort Pierce / Port St. Lucie Express (25th Street)	Port St Lucie Blvd (Route 5 split)	Gatlin Blvd (Route 5 split)	Midway Road	Crosstown Parkway	Fort Pierce to South Hutchison Island	Palm Beach Express	Selvitz Road/Bayshore Boulevard	Virginia Avenue	Torino Parkway Micro Transit	Indian River Estates Micro Transit	Tradition Area Micro Transit
Alternatives Survey	Level of Interest	4.47	4.42	4.50	4.33	4.19	4.19	4.28	4.30	4.20	4.08	0.00	4.20	3.98	4.01	4.20
	Score	5	1	5	5	5	5	5	5	5	5	1	5	3	3	7
	Weight	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%
Public Involvement	Level of Interest	Very High	Moderate	High	Very High	High	High	High	Moderate	Moderate	Moderate	Moderate	Moderate	Low	Low	High
	Score	7	3	5	7	5	5	5	3	3	3	3	3	1	1	5
	Weight	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%
Community Goals	Level of Consistency	High	High	High	High	High	High	High	Moderate	High	Very High	Moderate	Moderate	High	High	Moderate
	Score	5	5	5	5	3	3	5	3	5	7	3	3	5	5	3
	Weight	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%
System Goals	Level of Consistency	High	High	High	High	High	High	High	High	High	Very High	Moderate	Moderate	High	High	High
	Score	5	5	5	5	3	3	5	5	5	7	3	3	5	5	5
	Weight	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%
Traditional Market	% in Trad. Market	14.74%	14.74%	14.74%	16.47%	16.47%	6.89%	12.50%	7.11%	6.50%	0.00%	11.11%	28.19%	58.70%	1.50%	0.00%
	Score	3	3	3	5	5	3	5	3	3	1	5	7	7	3	3
	Weight	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%
Regional Market	Level of Regional Access	High	Moderate	Moderate	Moderate	Moderate	Moderate	High	Moderate	Moderate	Very High	Moderate	Low	Low	Moderate	High
	Score	5	3	3	3	3	3	5	3	3	7	3	1	1	3	5
	Weight	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%
Trips per Hour	Trip/Hr	18.60	15.72	19.79	10.27	3.11	6.91	4.67	2.99	5.63	0.72	2.76	20.05			
	Score	5	1	5	5	3	5	3	3	3	3	3	7			
	Weight	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%			
Operating Cost per Trip	Cost /Trip	$4.43	$5.25	$4.17	$8.71	$28.78	$12.95	$17.69	$27.60	$15.90	$123.52	$32.36	$4.46			
	Score	5	1	5	5	5	5	5	5	5	1	5	5			
	Weight	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%			
Total Score		**5.00**	**2.60**	**4.50**	**5.10**	**4.10**	**4.10**	**4.70**	**3.70**	**3.90**	**4.00**	**3.20**	**4.50**	**2.75**	**2.35**	**3.55**

9.0 10-YEAR TRANSIT PLAN

Two 10-year transit plans were developed based on different funding options to help facilitate the implementation of *Bus Plus* improvements. This section presents a summary of the assumptions for capital and operating costs and revenues used in developing the TDP are presented, followed by the financial plans for the 10-year period. Finally, the 10-year implementation program is presented.

9.1 Implementation Options

For the *Bus Plus* plan, two implementation plan options were analyzed based on different revenue scenarios:

1. **Status Quo** – Phased implementation plan based on existing revenue streams
2. **Opportunity Plus** – Phased implementation plan based on proposed increase to Mass Transit Municipal Service Taxing Unit (MSTU) beginning in FY 2020.

The County's MSTU has not had an increase since 2011. This proposed increase would bring the existing millage rate of 0.1269 to 0.2300, generating an additional $2 million annually.

If revenue remains the same over the 10-year TDP horizon period, it is assumed there will be limited growth in revenue, if any, which will limit the possibility of implementing the prioritized alternatives. However, if the MSTU increase is passed, the additional revenue will help provide adequate funding to sustain the existing service levels and implement critical services from the prioritized alternatives list.

9.2 Cost and Revenue Assumptions

Numerous assumptions were made to forecast transit operating costs and revenues from 2020 through 2029. These assumptions are based on a variety of factors, including service performance data from St. Lucie County, discussions with BOCC and TPO staff, and information from other recent Florida TDPs. The assumptions are summarized in the following pages.

9.2.1 Operating Cost Assumptions

- Annual operating costs for fixed-route services were developed using historical performance data. Based on the most recent operating cost per revenue hour data, the cost for future operating enhancements is assumed to be $84 per revenue service hour for fixed-route services.
- Based on the Consumer Price Index (CPI) data for the last 10 years, from 2008 to 2017, an average annual inflation rate of 1.7% is used for all operating cost projections.
- Based on FY 2019 budget data, the annual operating cost of continuing the fixed route network was assumed to be $2.75 million (in FY 2020$).
- Similarly, continuing paratransit operations was assumed to be $727,000 annually (FY 2020$).
- The proportion of complementary ADA paratransit operating costs to fixed-route operating costs was estimated at 26.4% and was used to estimate the cost to provide complementary ADA service for new local bus services.

9.2.2 Capital Cost Assumptions

Several assumptions were made to support the cost projections for the capital/infrastructure/policy needed to support the implementation of *Bus Plus*. These capital cost assumptions are summarized as follows:

- New vehicles planned to be purchased under *Bus Plus* include those necessary to replace vehicles within the existing fleet that will reach the end of their useful life within the TDP planning period and additional vehicles needed to implement the service enhancements. As shown below, the vehicle replacement and acquisition plan includes the replacement of 14 regular bus vehicles and 27 paratransit vehicles.
- Vehicle costs were developed based on input from BOCC staff and the most recent TAM Plan.
  - Fixed-route bus – $448,000
  - Paratransit vehicle – $125,000
  - Support vehicle – $45,000
- Funds are allocated annually to add new bus stop infrastructure for new transit services and to upgrade existing facilities to meet ADA accessibility requirements, where appropriate, based on estimates from County staff.
- The Facility Needs Assessment conducted in early 2019 estimated the cost of the recommended facility to be $11,988,000.
- Estimated cost of an ADA Assessment for the size of the current transit system is $100,000.
- Estimated cost of a Comprehensive Operations Analysis for the size of the current transit system is $150,000.
- At least $50,000 per year should be allocated to improving access to bus stops. Actual cost will depend on the outcome of the ADA Assessment.
- An annual growth rate of 2.0% was used for the following capital cost projections based on information from other recent Florida TDPs.

9.2.3 Revenue Assumptions

Several revenue-related assumptions were also used to project streams of revenues to support the 10-year TDP implementation. Revenue assumptions and projections for *Bus Plus* are based on information from St. Lucie County's FY 2019 budget, discussions with BOCC staff, historical farebox performance data, and information on transit industry/FDOT funding programs. The basic structure/composition of the County's mix of funding sources today is expected to continue for the next 10 years. The following are federal, State, and local operating and capital revenues identified in the FY 2019 St. Lucie County budget for transit services:

- Federal revenue sources – Section 5307 and 5311 funds for operating, Section 5307, 5310, and 5339 funds for capital
- State revenue – State Block Grant funds, FDOT service development funds, FDOT corridor funds.
- Local funds – Existing MSTU and the additional $2 million resulting from the potential MSTU increase.

- An inflation rate of 1.7% was used for applicable operating revenue projections, assumed to be the same rate as operating cost projections, and a rate of 2.0% was used for applicable capital revenue projections, based on other recent Florida TDPs.
- Fares would be generated starting in FY 2021 after the fare-free program has ended.
- Based on historical fare revenue data, a farebox recovery ratio of 11.9% was used to project future fare revenues from the new fixed-route transit services, and 1.7% was used for paratransit service.

9.3 10-Year Financial Plans

9.3.1 Option 1 – Status Quo

Table 9-1 summarizes the annual operating and capital costs and supporting revenues for the Status Quo option. As shown, it would cost $44.6 million to operate the *Bus Plus* plan over the next 10 years, with another $23 million in capital costs to support the necessary fleet and capital infrastructure. The operating costs would continue to be funded mainly with a mix of local, State, and federal sources and fare revenues generated by existing and new transit services. With the assumptions previously described, the TDP operating and capital plans are funded through FY 2029.

The distribution of 10-year costs and revenues included in the Plan are shown in Figures 9-2 and 9-3, respectively. Figure 9-4 provides a distribution of the 10-year operating revenues by source.

Table 9-1: Status Quo 10-Year TDP – Costs and Revenues

Cost/Revenue	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	10-Year Total
Operating											
Operating Costs											
Maintain Existing Fixed-Route	$2,750,577	$2,797,282	$2,844,780	$2,893,084	$2,942,209	$2,992,167	$3,042,974	$3,094,644	$3,147,191	$3,200,630	$29,705,538
Maintain Existing Service - ADA/Paratransit	$727,346	$739,696	$752,256	$765,030	$778,020	$791,231	$804,666	$818,329	$832,224	$846,355	$7,855,153
Improvements to Existing Routes	$0	$0	$0	$0	$0	$644,942	$655,893	$667,030	$678,356	$689,874	$3,336,094
New Services	$340,000	$345,773	$351,644	$357,615	$363,688	$369,863	$376,143	$382,530	$389,026	$395,631	$3,671,914
ADA Service for New Local Routes	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Operating Costs	**$3,817,923**	**$3,882,751**	**$3,948,680**	**$4,015,729**	**$4,083,916**	**$4,798,203**	**$4,879,676**	**$4,962,533**	**$5,046,797**	**$5,132,491**	**$44,568,700**
Operating Revenues											
Section 5307	$1,171,856	$1,191,777	$1,212,037	$1,232,642	$1,253,597	$1,274,908	$1,296,581	$1,318,623	$1,341,040	$1,363,838	$12,656,899
Section 5311	$54,050	$54,969	$55,904	$56,854	$57,821	$58,804	$59,803	$60,820	$61,854	$62,905	$583,785
FDOT Corridor Grant	$183,060	$186,172	$189,337	$192,556	$195,829	$199,158	$202,544	$205,987	$209,489	$213,050	$1,977,182
FDOT Block Grant	$590,974	$601,020	$611,238	$621,629	$632,196	$642,944	$653,874	$664,989	$676,294	$687,791	$6,382,948
FDOT Service Dev. - Fare Reduction	$140,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$140,000
FDOT Service Dev. - 25th Street Route	$70,000	$70,000	$70,000	$0	$0	$0	$0	$0	$0	$0	$210,000
FDOT Service Dev. - Micro-Transit pilot	$100,000	$100,000	$100,000	$0	$0	$0	$0	$0	$0	$0	$300,000
FDOT Service Dev. - Priority Route	$0	$0	$0	$0	$0	$317,112	$322,503	$327,985	$0	$0	$967,599
MSTU	$1,507,983	$1,325,597	$1,350,951	$1,779,002	$1,809,161	$1,839,832	$2,204,583	$2,241,972	$2,279,996	$2,318,664	$18,657,741
Fares for New Services	$0	$20,340	$20,685	$21,036	$21,393	$98,505	$100,177	$101,878	$103,608	$105,367	$592,990
Fares for Existing Service	$0	$332,877	$338,529	$344,277	$350,123	$356,068	$362,114	$368,263	$374,516	$380,875	$3,207,640
Total Operating Revenues	**$3,817,923**	**$3,882,751**	**$3,948,680**	**$4,247,996**	**$4,320,120**	**$4,787,329**	**$5,202,179**	**$5,290,518**	**$5,046,797**	**$5,132,491**	**$45,676,785**
Annual Revenues Minus Costs	**$0**	**$0**	**$0**	**$232,267**	**$236,204**	**($10,873)**	**$322,503**	**$327,985**	**$0**	**$0**	**$1,108,085**
Rollover from Previous Year	**$0**	**$0**	**$0**	**$0**	**$232,267**	**$468,471**	**$457,597**	**$780,100**	**$1,108,085**	**$1,108,085**	
Operating Surplus/Shortfall (Cumulative)	**$0**	**$0**	**$0**	**$232,267**	**$468,471**	**$457,597**	**$780,100**	**$1,108,085**	**$1,108,085**	**$1,108,085**	**$1,108,085**
Capital											
Capital Costs											
Vehicles	***$868,000***	***$255,000***	***$400,554***	***$1,936,917***	***$7,036,891***	***$690,051***	***$1,009,042***	***$143,586***	***$0***	***$0***	***$12,340,040***
Replacement Vehicles to Maintain Exisiting Service	$295,000	$255,000	$400,554	$795,906	$7,036,891	$690,051	$1,009,042	$143,586	$0	$0	$10,626,029
Costs for Improvements to Existing Services	$0	$0	$0	$1,141,011	$0	$0	$0	$0	$0	$0	$1,141,011
Vehicles for New Transit Service	$573,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$573,000
Other Capital/Infrastructure	***$15,000***	***$270,000***	***$65,000***	***$65,000***	***$65,000***	***$65,000***	***$65,000***	***$65,000***	***$65,000***	***$9,959,652***	***$10,699,652***
Comprehensive Operations Analysis (COA)	$0	$153,000	$0	$0	$0	$0	$0	$0	$0	$0	$153,000
ADA Assessment	$0	$102,000	$0	$0	$0	$0	$0	$0	$0	$0	$102,000
Bus Stop/Shelter Improvements	$15,000	$15,000	$15,000	$15,000	$15,000	$15,000	$15,000	$15,000	$15,000	$15,000	$150,000
Improved Bus Stop Access	$0	$0	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000	$400,000
Operations/Maintenance Facility	$0	$0	$0	$0	$0	$0	$0	$0	$0	$9,894,652	$9,894,652
Total Capital Costs	**$883,000**	**$525,000**	**$465,554**	**$2,001,917**	**$7,101,891**	**$755,051**	**$1,074,042**	**$208,586**	**$65,000**	**$9,959,652**	**$23,039,692**
Capital Revenues											
Section 5307	$1,099,833	$1,121,830	$1,144,267	$1,167,152	$1,190,495	$1,214,305	$1,238,591	$1,263,363	$1,288,630	$1,314,403	$12,042,868
Section 5339	$276,573	$282,104	$287,747	$293,501	$299,372	$305,359	$311,466	$317,695	$324,049	$330,530	$3,028,397
Section 5310 for Vehicles	$0	$0	$2,500,000	$0	$0	$2,653,020	$0	$0	$2,815,406	$0	$7,968,426
Total Capital Revenues	**$1,376,406**	**$1,403,934**	**$3,932,013**	**$1,460,653**	**$1,489,867**	**$4,172,684**	**$1,550,057**	**$1,581,058**	**$4,428,085**	**$1,644,933**	**$23,039,692**
Annual Revenues Minus Costs	**493,406**	**878,934**	**3,466,459**	**(541,263)**	**(5,612,025)**	**3,417,633**	**476,016**	**1,372,473**	**4,363,085**	**(8,314,719)**	**$0**
Rollover from Previous Year	**0**	**493,406**	**1,372,341**	**4,838,800**	**4,297,537**	**(1,314,488)**	**2,103,145**	**2,579,161**	**3,951,633**	**8,314,719**	
Capital Surplus/Shortfall (Cumulative)	**$493,406**	**$1,372,341**	**$4,838,800**	**$4,297,537**	**($1,314,488)**	**$2,103,145**	**$2,579,161**	**$3,951,633**	**$8,314,719**	**$0**	**$0**

Figure 9-1: Status Quo 10-Year TDP Operating and Capital Costs (in millions of $)

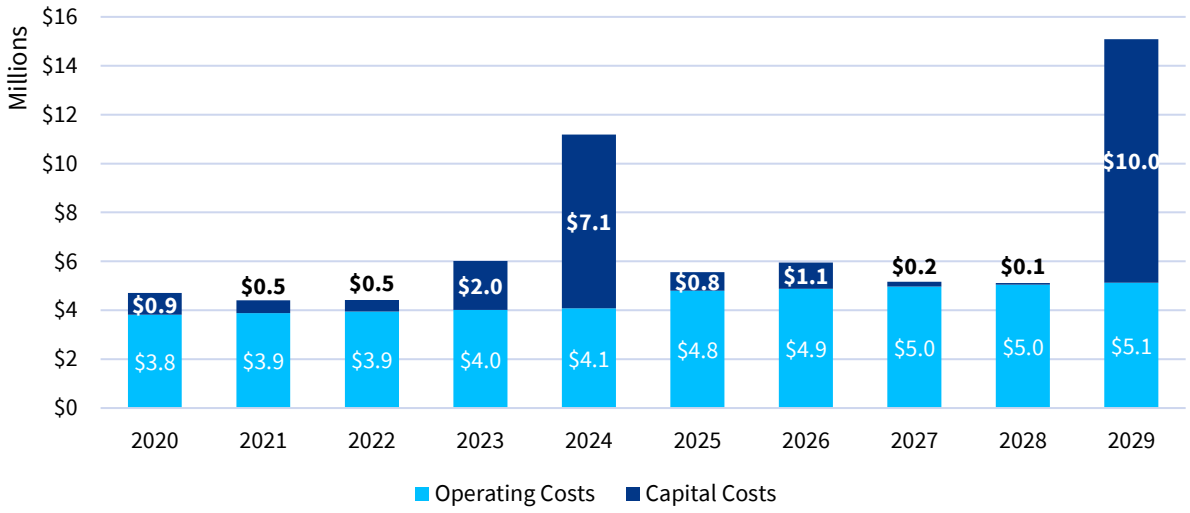


Figure 9-2: Status Quo 10-Year TDP Operating and Capital Revenues (in millions of $)

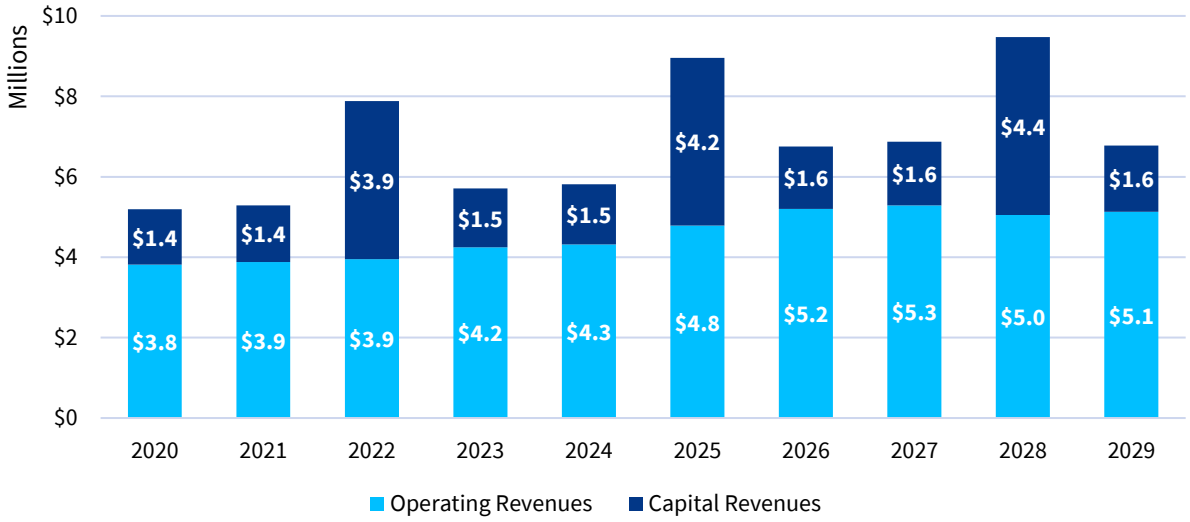
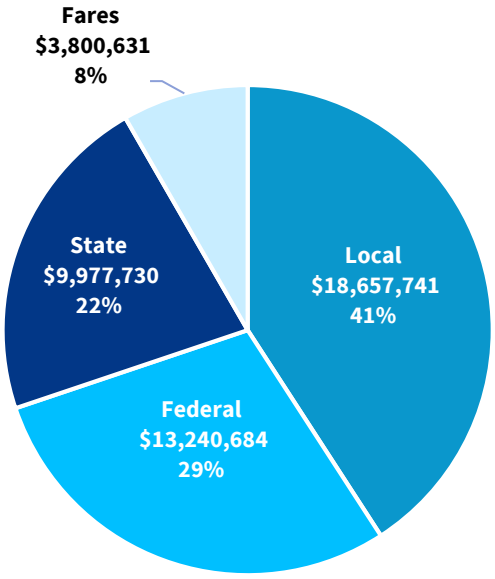


Figure 9-3: Status Quo Operating Revenues Distribution by Source



9.3.2 Option 2 – Opportunity Plus

Table 9-2 summarizes the annual operating and capital costs and supporting revenues for the Opportunity Plus option. As shown, it would cost $70.6 million to operate the *Bus Plus* plan in the next 10 years, with another $19.4 million in capital costs to support the necessary fleet and capital infrastructure. The operating costs would continue to be funded mainly with a mix of local, State, and federal sources and fare revenues generated by existing and new transit services. With the assumptions previously described, the TDP operating plan is funded through FY 2029, and the corresponding capital plan reflects a funding surplus of $3.7 million, which should be used to replace the vehicles purchased in 2020 for new transit services after the recommended 12-year useful life has been exceeded.

The distribution of 10-year costs and revenues included in the Plan are shown in Figures 9-4 and 9-5, respectively. Figure 9-6 provides a distribution of the 10-year operating revenues by source.

Table 9-2: Opportunity Plus 10-Year TDP – Costs and Revenues

Cost/Revenue	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	10-Year Total
Operating											
Operating Costs											
Maintain Existing Fixed-Route	$2,750,577	$2,797,282	$2,844,780	$2,893,084	$2,942,209	$2,992,167	$3,042,974	$3,094,644	$3,147,191	$3,200,630	$29,705,538
Maintain Existing Service - Paratransit	$727,346	$739,696	$752,256	$765,030	$778,020	$791,231	$804,666	$818,329	$832,224	$846,355	$7,855,153
Improvements to Existing Routes	$931,650	$947,470	$963,558	$979,919	$996,558	$1,013,480	$1,030,689	$1,048,190	$1,065,988	$1,084,088	$10,061,589
New Services	$2,022,196	$2,056,533	$2,091,452	$2,126,965	$2,163,081	$2,199,810	$2,237,163	$2,275,150	$2,313,782	$2,353,070	$21,839,203
ADA Service for New Local Routes	$102,127	$103,862	$105,625	$107,419	$109,243	$111,098	$112,984	$114,902	$116,853	$118,838	$1,102,950
Total Operating Costs	**$6,533,896**	**$6,644,842**	**$6,757,671**	**$6,872,417**	**$6,989,110**	**$7,107,785**	**$7,228,476**	**$7,351,215**	**$7,476,039**	**$7,602,982**	**$70,564,434**
Operating Revenues											
5307	$1,171,856	$1,191,777	$1,212,037	$1,232,642	$1,253,597	$1,274,908	$1,296,581	$1,318,623	$1,341,040	$1,363,838	$12,656,899
5311	$54,050	$54,969	$55,904	$56,854	$57,821	$58,804	$59,803	$60,820	$61,854	$62,905	$583,785
FDOT Corridor	$183,060	$186,172	$189,337	$192,556	$195,829	$199,158	$202,544	$205,987	$209,489	$213,050	$1,977,182
FDOT Block	$590,974	$601,020	$611,238	$621,629	$632,196	$642,944	$653,874	$664,989	$676,294	$687,791	$6,382,948
FDOT Service Dev. - Fare Reduction	$140,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$140,000
FDOT Service Dev. - 25th Street Route	$70,000	$70,000	$70,000	$0	$0	$0	$0	$0	$0	$0	$210,000
FDOT Service Dev. - Micro-Transit pilot	$100,000	$100,000	$100,000	$0	$0	$0	$0	$0	$0	$0	$300,000
FDOT Service Dev. - Priority Route	$0	$0	$0	$317,112	$322,503	$327,985	$0	$0	$0	$0	$967,599
Existing MSTU	$1,507,983	$1,325,597	$1,350,951	$1,779,002	$1,809,161	$1,839,832	$2,204,583	$2,241,972	$2,279,996	$2,318,664	$18,657,741
MSTU Increase	$2,000,000	$2,060,000	$2,121,800	$2,185,454	$2,251,018	$2,318,549	$2,388,105	$2,459,748	$2,533,541	$2,609,547	$22,927,761
Fares for New Services	$0	$295,054	$300,064	$305,159	$310,341	$315,610	$320,969	$326,419	$331,962	$337,599	$2,843,178
Fares for Existing Services	$0	$332,877	$338,529	$344,277	$350,123	$356,068	$362,114	$368,263	$374,516	$380,875	$3,207,640
Total Operating Revenues	**$5,817,923**	**$6,217,466**	**$6,349,860**	**$7,034,684**	**$7,182,588**	**$7,333,857**	**$7,488,573**	**$7,646,822**	**$7,808,691**	**$7,974,270**	**$70,854,734**
Annual Revenues Minus Costs	**($715,973)**	**($427,376)**	**($407,812)**	**$162,268**	**$193,478**	**$226,071**	**$260,098**	**$295,607**	**$332,652**	**$371,288**	**$290,300**
Rollover from Previous Year	**$0**	**($715,973)**	**($1,143,350)**	**($1,551,162)**	**($1,388,894)**	**($1,195,416)**	**($969,345)**	**($709,247)**	**($413,640)**	**($80,988)**	
Operating Surplus/Shortfall (Cumulative)	**($715,973)**	**($1,143,350)**	**($1,551,162)**	**($1,388,894)**	**($1,195,416)**	**($969,345)**	**($709,247)**	**($413,640)**	**($80,988)**	**$290,300**	**$290,300**
Capital											
Capital Costs											
Vehicles	***$4,254,000***	***$255,000***	***$400,554***	***$795,906***	***$7,036,891***	***$690,051***	***$1,009,042***	***$143,586***	***$0***	***$0***	***$14,585,029***
Replacement Vehicles to Maintain Exisiting Service	$295,000	$255,000	$400,554	$795,906	$7,036,891	$690,051	$1,009,042	$143,586	$0	$0	$10,626,029
Costs for Improvements to Existing Services	$896,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$896,000
Vehicles for New Transit Service	$3,063,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$3,063,000
Other Capital/Infrastructure	***$15,000***	***$270,000***	***$65,000***	***$65,000***	***$65,000***	***$65,000***	***$65,000***	***$65,000***	***$65,000***	***$4,054,094***	***$4,794,094***
Comprehensive Operations Analysis (COA)	$0	$153,000	$0	$0	$0	$0	$0	$0	$0	$0	$153,000
ADA Assessment	$0	$102,000	$0	$0	$0	$0	$0	$0	$0	$0	$102,000
Bus Stop/Shelter Improvements	$15,000	$15,000	$15,000	$15,000	$15,000	$15,000	$15,000	$15,000	$15,000	$15,000	$150,000
Improved Bus Stop Access	$0	$0	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000	$400,000
Operations/Maintenance Facility	$0	$0	$0	$0	$0	$0	$0	$0	$0	$3,989,094	$3,989,094
Total Capital Costs	**$4,269,000**	**$525,000**	**$465,554**	**$860,906**	**$7,101,891**	**$755,051**	**$1,074,042**	**$208,586**	**$65,000**	**$4,054,094**	**$19,379,123**
Capital Revenues											
Section 5307	$1,099,833	$1,121,830	$1,144,267	$1,167,152	$1,190,495	$1,214,305	$1,238,591	$1,263,363	$1,288,630	$1,314,403	$12,042,868
Section 5339	$276,573	$282,104	$287,747	$293,501	$299,372	$305,359	$311,466	$317,695	$324,049	$330,530	$3,028,397
Section 5310 for Vehicles	$0	$0	$2,500,000	$0	$0	$2,653,020	$0	$0	$2,815,406	$0	$7,968,426
Total Capital Revenues	**$1,376,406**	**$1,403,934**	**$3,932,013**	**$1,460,653**	**$1,489,867**	**$4,172,684**	**$1,550,057**	**$1,581,058**	**$4,428,085**	**$1,644,933**	**$23,039,692**
Annual Revenues Minus Costs	**(2,892,594)**	**878,934**	**3,466,459**	**599,747**	**(5,612,025)**	**3,417,633**	**476,016**	**1,372,473**	**4,363,085**	**(2,409,161)**	**$3,660,568**
Rollover from Previous Year	**0**	**(2,892,594)**	**(2,013,659)**	**1,452,800**	**2,052,547**	**(3,559,477)**	**(141,844)**	**334,171**	**1,706,644**	**6,069,729**	
Capital Surplus/Shortfall (Cumulative)	**($2,892,594)**	**($2,013,659)**	**$1,452,800**	**$2,052,547**	**($3,559,477)**	**($141,844)**	**$334,171**	**$1,706,644**	**$6,069,729**	**$3,660,568**	**$3,660,568**

Figure 9-4: Opportunity Plus 10-Year TDP Operating and Capital Costs (in millions of $)

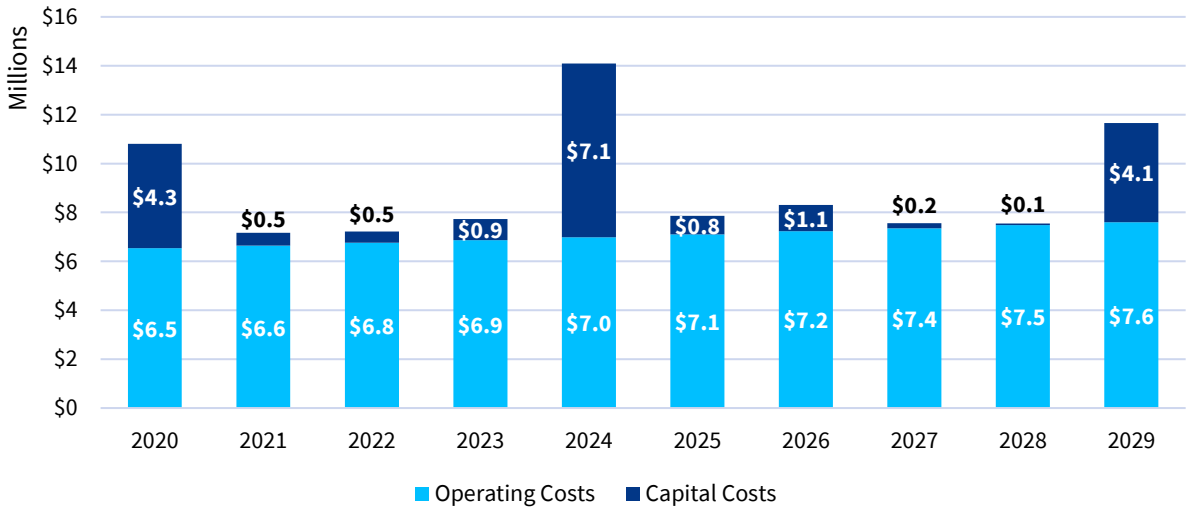


Figure 9-5: Opportunity Plus 10-Year TDP Operating and Capital Revenues (in millions of $)

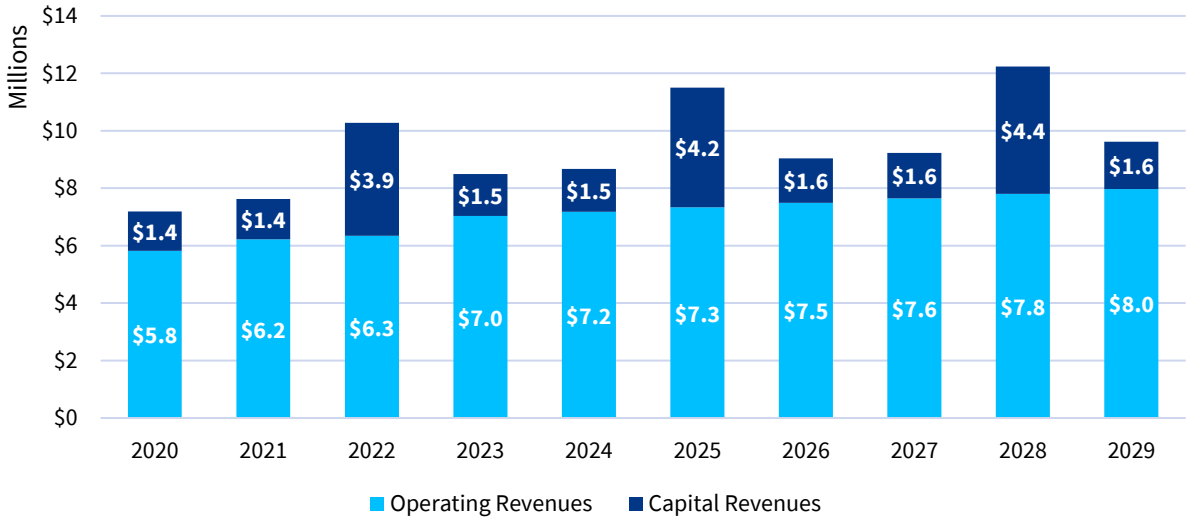
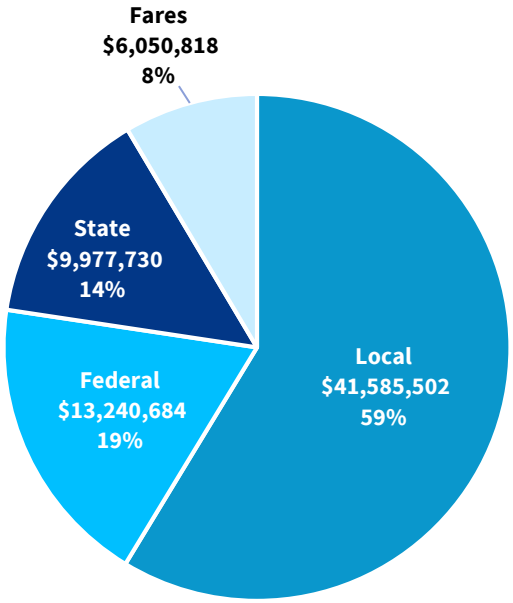


Figure 9-6: Opportunity Plus Operating Revenues Distribution by Source



9.4 10-Year TDP Implementation Plans

9.4.1 Option 1 – Status Quo

The implementation plan in Table 9-4 outlines service improvements that are included in the *Bus Plus* Status Quo option from 2020 through 2029. The table also shows implementation years and operating and capital costs, in 2020 dollars, associated with each service and capital improvement and whether existing or new revenues are anticipated to fund the improvement.

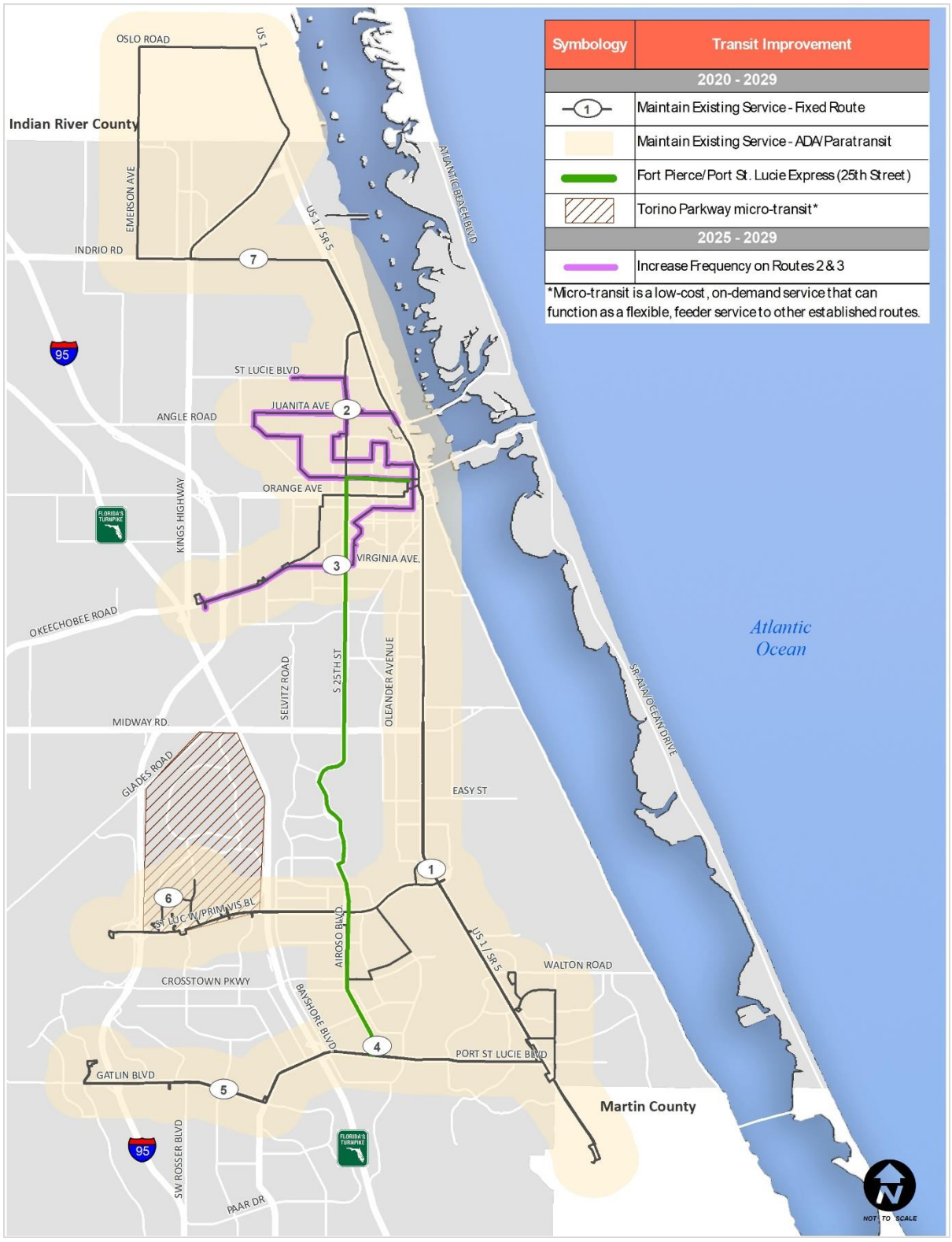
It is important to emphasize that the schedules shown in the tables do not preclude the opportunity to delay or advance any projects. As priorities change, funding assumptions do not materialize, or more funding becomes available, this project implementation schedule will be adjusted.

Table 9-3: 10-Year TDP Implementation Plan – Option 1 (Status Quo)

Transit Improvement	Implementation Year	Annual Operating Cost (2020$)	Total Capital Cost (2020$)	Potential Revenue Source	Priority Ranking
Maintain Existing Services					
Maintain Existing Service - Fixed Route	2020-2029	$2,750,577	$6,272,000	Existing	n/a
Maintain Existing Service - ADA/Paratransit	2020-2029	$727,346	$3,375,000	Existing	n/a
Improve Existing Services					
Increase Frequency on Routes 2 & 3	2025-2029	$592,868	$896,000	New	1
Extend Weekday Service Hours on Route 7	*Unfunded*	*$63,522*	*$0*	*New*	*2*
Expand Saturday Service Hours for All Routes	*Unfunded*	*$275,260*	*$0*	*New*	*3*
Add New Services					
Fort Pierce/Port St. Lucie Express (25th Street)	2020-2029	$140,000	$448,000	New	1
Midway Road	*Unfunded*	*$357,603*	*$448,000*	*New*	*2*
Virginia Avenue	*Unfunded*	*$357,603*	*$448,000*	*New*	*3*
Port St. Lucie Blvd (Rt 5 split)	*Unfunded*	*$178,802*	*$448,000*	*New*	*4*
Gatlin Blvd (Rt 5 split)	*Unfunded*	*$30,584*	*$0*	*New*	*4*
Palm Beach Express	*Unfunded*	*$357,603*	*$448,000*	*New*	*6*
Fort Pierce to South Hutchinson Island	*Unfunded*	*$357,603*	*$448,000*	*New*	*7*
Crosstown Parkway	*Unfunded*	*$357,603*	*$448,000*	*New*	*8*
Selvitz Road/Bayshore Boulevard	*Unfunded*	*$357,603*	*$448,000*	*New*	*9*
New Micro-Transit					
Torino Parkway micro-transit	2020-2029	$200,000	$125,000	New	1
Tradition Area micro-transit	*Unfunded*	*$200,000*	*$125,000*	*New*	*2*
Indian River Estates micro-transit	*Unfunded*	*$200,000*	*$125,000*	*New*	*3*
Policy/Planning/Capital/Infrastructure					
Comprehensive Operations Analysis (COA)	2021	n/a	$150,000	Existing	n/a
ADA Assessment	2021	n/a	$100,000	Existing	n/a
Bus Stop/Shelter Improvements	2020-2029	n/a	$150,000	Existing	n/a
Improved Bus Stop Access	2022-2029	n/a	$400,000	Existing	n/a
New Administration and Operations Facility	2029 (Partial)*	n/a	$9,894,652	Existing	n/a

*Partially funded in 2029 with capital revenue remaining after the 10-year period

Map 9-1: Status Quo Funded Needs



9.4.2 Option 2 – Opportunity Plus

The implementation plan in Table 9-4 outlines service improvements that are included in the *Bus Plus* Opportunity Plus option from 2020 through 2029. The table also shows implementation years and operating and capital costs, in 2020 dollars, associated with each service and capital improvement and whether existing or new revenues are anticipated to fund the improvement.

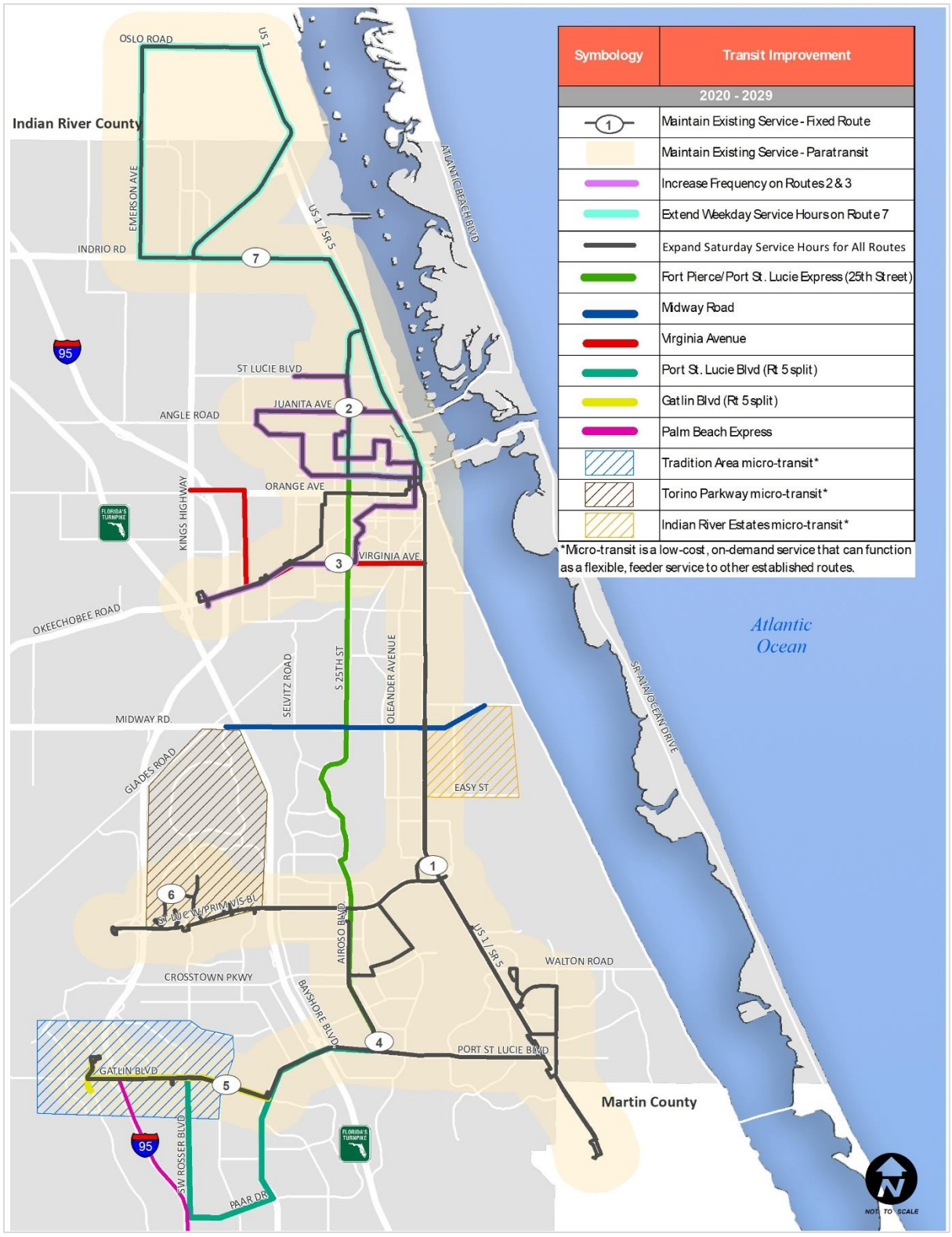
It is important to emphasize that the schedules shown in the tables do not preclude the opportunity to delay or advance any projects. As priorities change, funding assumptions do not materialize, or more funding becomes available, this project implementation schedule will be adjusted.

Table 9-4: 10-Year TDP Implementation Plan – Option 2 (Opportunity Plus)

Transit Improvement	Implementation Year	Annual Operating Cost (2020$)	Total Capital Cost (2020$)	Potential Revenue Source	Priority Ranking
Maintain Existing Services					
Maintain Existing Service - Fixed Route	2020-2029	$2,750,577	$6,272,000	Existing	n/a
Maintain Existing Service - Paratransit	2020-2029	$727,346	$3,375,000	Existing	n/a
Improve Existing Services					
Increase Frequency on Routes 2 & 3	2020-2029	$592,868	$896,000	New	1
Extend Weekday Service Hours on Route 7	2020-2029	$63,522	$0	New	2
Expand Saturday Service Hours for All Routes	2020-2029	$275,260	$0	New	3
Add New Services					
Fort Pierce/Port St. Lucie Express (25th Street)	2020-2029	$140,000	$448,000	New	1
Midway Road	2020-2029	$357,603	$448,000	New	2
Virginia Avenue	2020-2029	$357,603	$448,000	New	3
Port St. Lucie Blvd (Rt 5 split)	2020-2029	$178,802	$448,000	New	4
Gatlin Blvd (Rt 5 split)	2020-2029	$30,584	$0	New	4
Palm Beach Express	2020-2029	$357,603	$448,000	New	6
Fort Pierce to South Hutchinson Island	*Unfunded*	*$357,603*	*$448,000*	*New*	*7*
Crosstown Parkway	*Unfunded*	*$357,603*	*$448,000*	*New*	*8*
Selvitz Road/Bayshore Boulevard	*Unfunded*	*$357,603*	*$448,000*	*New*	*9*
New Micro-Transit					
Tradition Area micro-transit	2020-2029	$200,000	$125,000	New	1
Torino Parkway micro-transit	2020-2029	$200,000	$125,000	New	2
Indian River Estates micro-transit	2020-2029	$200,000	$125,000	New	3
Policy/Planning/Capital/Infrastructure					
Comprehensive Operations Analysis (COA)	2021	n/a	$150,000	Existing	n/a
ADA Assessment	2021	n/a	$100,000	Existing	n/a
Bus Stop/Shelter Improvements	2020-2029	n/a	$150,000	Existing	n/a
Improved Bus Stop Access	2022-2029	n/a	$400,000	Existing	n/a
New Administration and Operations Facility	2029 (Partial)*	n/a	$3,989,094	Existing	n/a

*Partially funded in 2029 with capital revenue remaining after the 10-year period

Map 9-2: Opportunity Plus Funded Needs



9.4.2.1 Additional Revenue

Table 9-5 shows where additional revenue for Opportunity Plus is derived and how much of that revenue will be generated over the 10-year period. The MSTU increase alone will generate an additional $23 million, and fares from new services will bring in an additional $2.2 million, for a total of $25.2 million.

Table 9-5: Opportunity Plus Additional Revenues

Year	MSTU Increase*	Fares from New Services
2020	$2.0M	$0.00
2021	$2.1M	$275K
2022	$2.1M	$279K
2023	$2.2M	$284K
2024	$2.3M	$289K
2025	$2.3M	$217K
2026	$2.4M	$221K
2027	$2.5M	$225K
2028	$2.5M	$228K
2029	$2.6M	$232K
Total	**$23M**	**$2.2M**

*Assumes 3% inflation each year

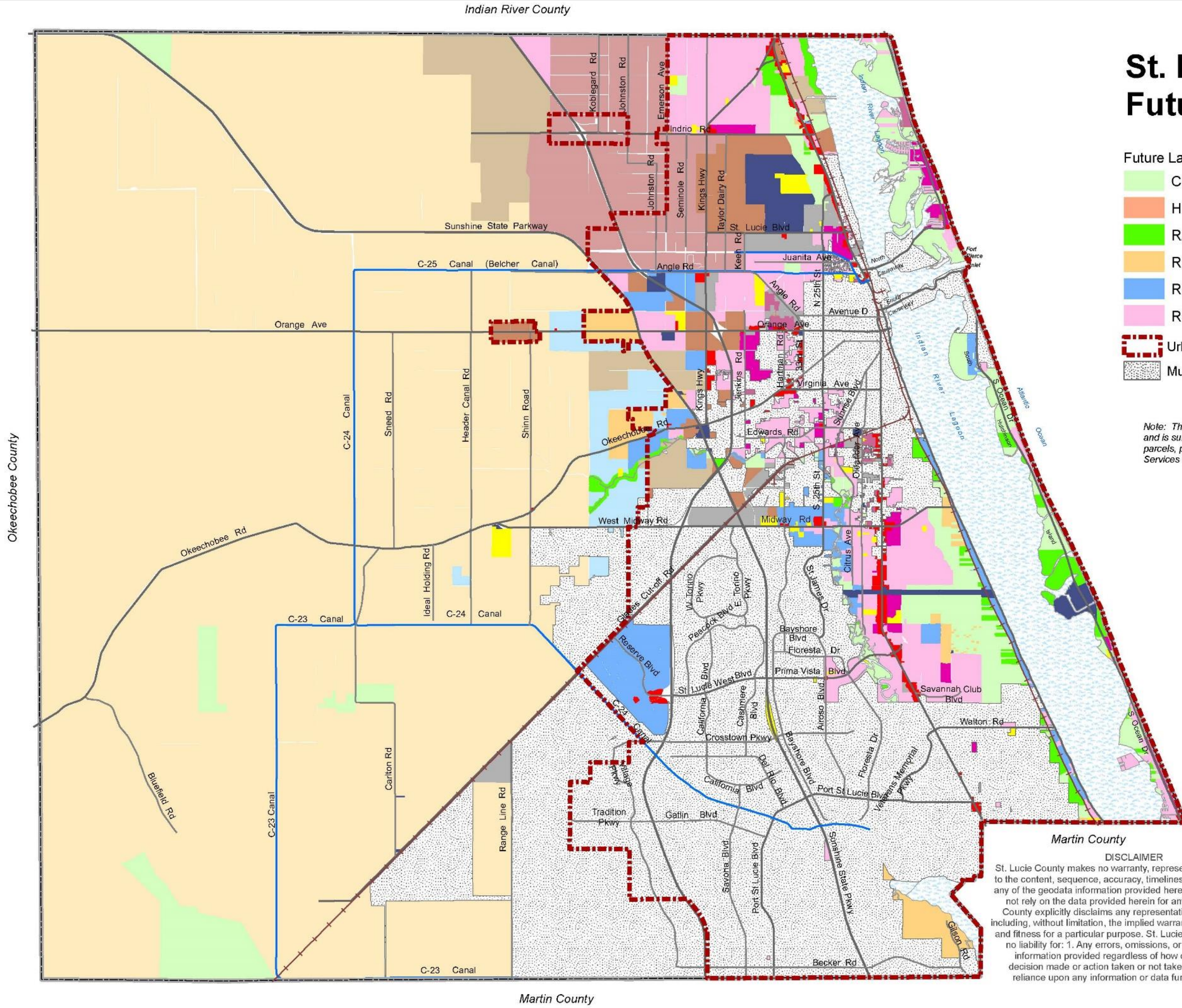
There also has been discussion about the potential for the County to forgo the MSTU increase and instead allocate $2 million per year from the County's General Fund. Because this source would not include 3% inflation or any increased adjustment per year, it would create a flat $20 million revenue increase over the 10-year period. Additionally, if the fare-free program is renewed after 2020, the revenue generated from fares would be lost. Figure 9-6 shows that total funding for Opportunity Plus will decrease by $7.8 million if these changes occur, which would significantly affect the projects included in the Opportunity Plus Implementation Plan and the list of unfunded needs.

Figure 9-7: Potential Funding Changes to Opportunity Plus

MSTU Increase/Fare Revenue Over 10-Year Period		General Fund/No Fare Revenue Over 10-Year Period	
MSTU Increase	Total Fare Revenue	General Fund	Fare-Free Program Funding
$23M	$6.1M	$20M	$1.3M
Total $29.1M		**Total $21.3M**	

APPENDIX A: FUTURE LAND USE MAPS

St. Lucie County Future Land Use



Future Land Use Category

CPUB	RM	P/F
H	RH	T/U
R/C	AG-5	SD
RE	AG-2.5	MXD
RS	COM	TVC
RU	IND	

Urban Service Boundary

Municipalities

Note: This map is for general planning purposes only and is subject to change. For information on specific parcels, please consult the Planning and Development Services Department.

0 1 2 3 4

Miles

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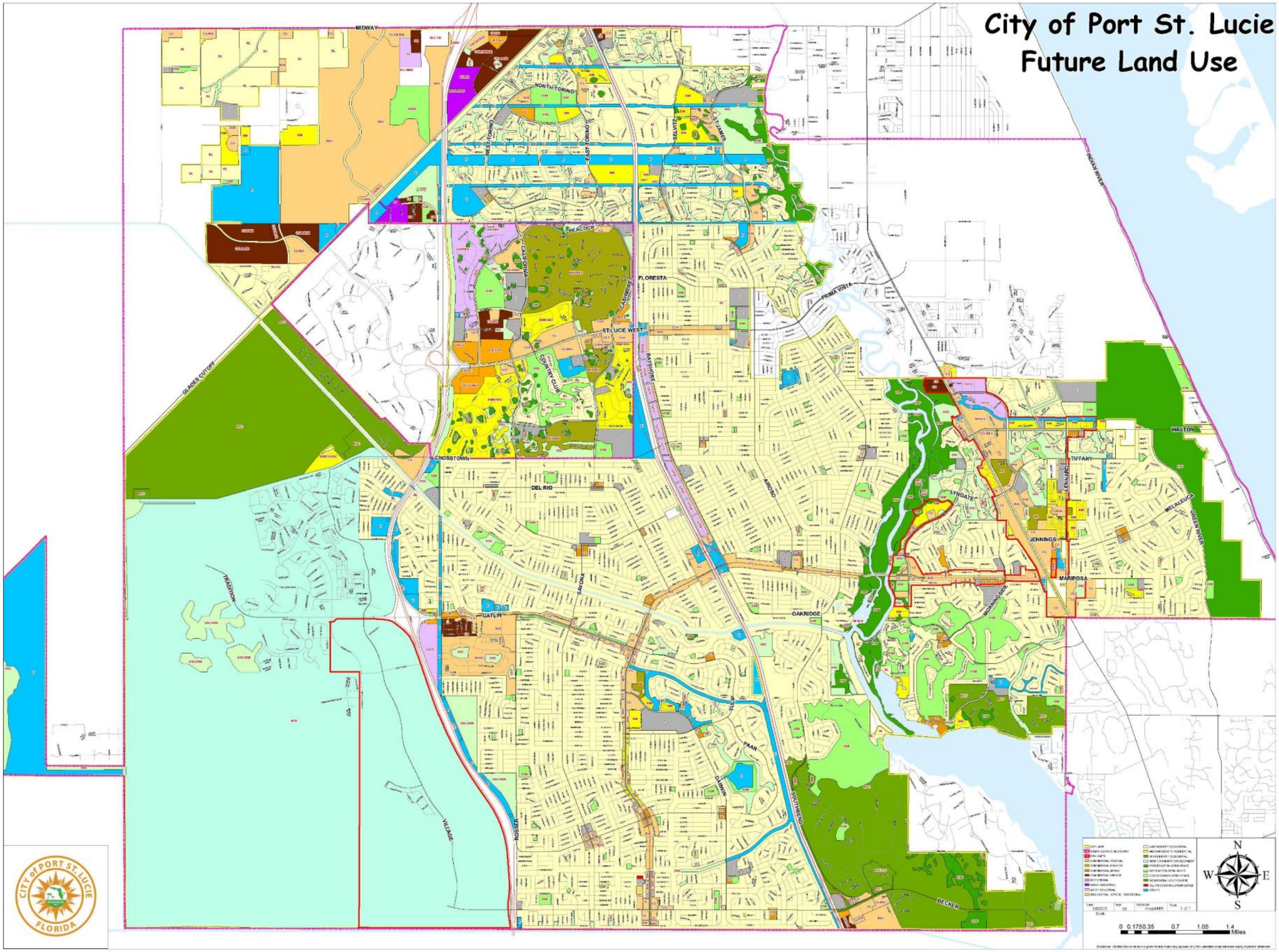
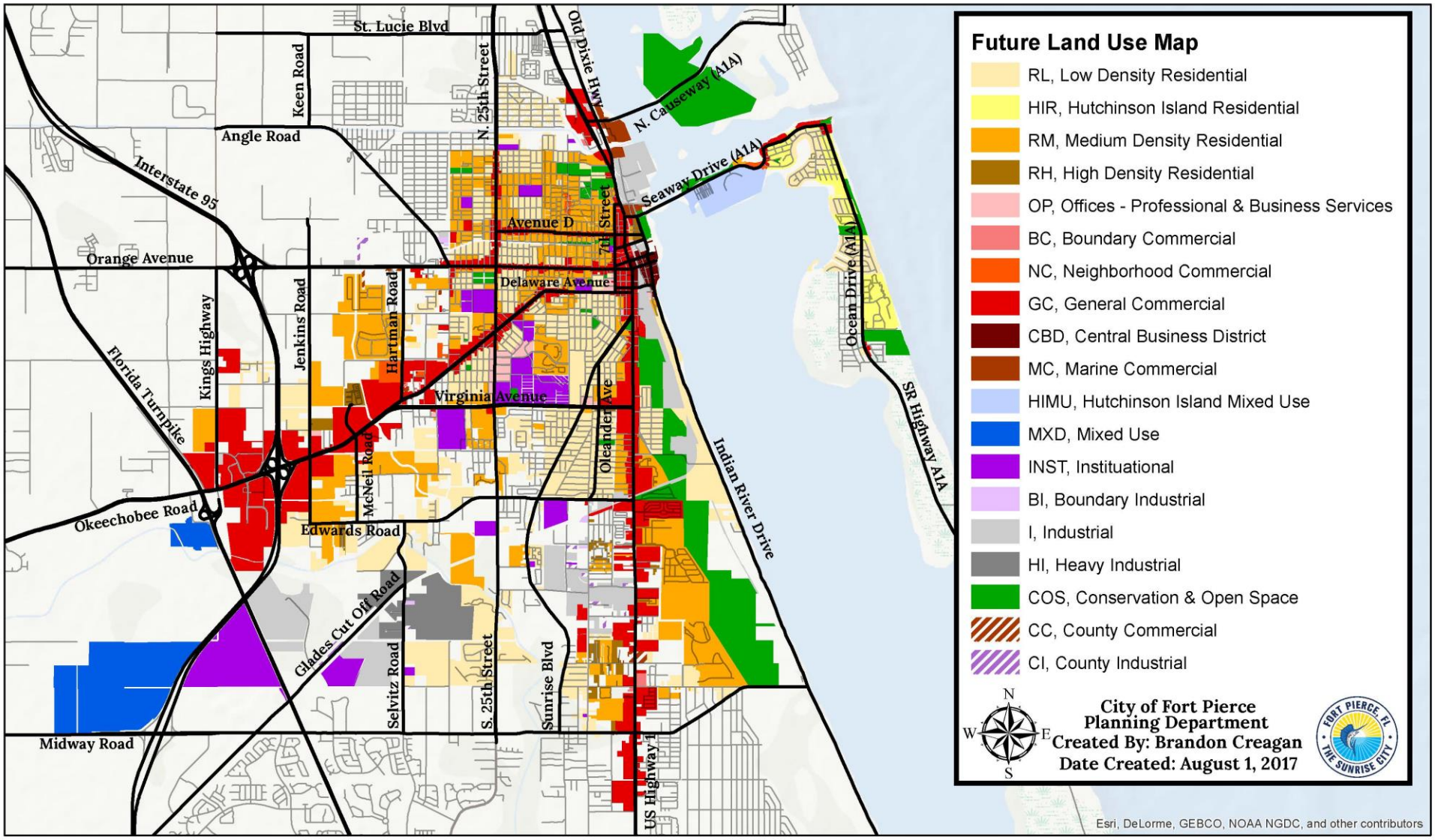
Map prepared January, 2016


City of Port St. Lucie
Future Land Use
MIDWAY
NORTH TORINO
WEST TORINO
EAST TORINO
SELVITZ
ST JAMES
PEACOCK
CALIFORNIA
FLORESTA
CASHMERE
ST. LUCIE WEST
COUNTRY CLUB
BAYSHORE
PRIMA VISTA
INDIAN RIVER
GLADES CUTOFF
CROSSTOWN
DEL RIO
AIROSO
WALTON
TIFFANY
LENNARD
LYNGATE
MELALEUCA
GREEN RIVER
JENNINGS
MARIPOSA
MORNINGSIDE
OAKRIDGE
SAVONA
TRADITION
GATLIN
TULIP
PAAR
DARWIN
SOUTHBEND
VILLAGE
ROSSER
BECKER
N
W
E
S
0 0.175 0.35 0.7 1.05 1.4 Miles
CITY of PORT ST. LUCIE
FLORIDA


St. Lucie Blvd
Keen Road
Angle Road
Interstate 95
Orange Avenue
Kings Highway
Florida Turnpike
Jenkins Road
Hartman Road
McNeil Road
Okeechobee Road
Edwards Road
Glades Cut Off Road
Selvitz Road
Midway Road
N. 25th Street
S. 25th Street
Old Dixie Hwy
Avenue D
Delaware Avenue
Virginia Avenue
7th Street
Oleander Ave
Sunrise Blvd
US Highway 1
N. Causeway (A1A)
Seaway Drive (A1A)
Ocean Drive (A1A)
SR Highway A1A
Indian River Drive
Future Land Use Map
RL, Low Density Residential
HIR, Hutchinson Island Residential
RM, Medium Density Residential
RH, High Density Residential
OP, Offices - Professional & Business Services
BC, Boundary Commercial
NC, Neighborhood Commercial
GC, General Commercial
CBD, Central Business District
MC, Marine Commercial
HIMU, Hutchinson Island Mixed Use
MXD, Mixed Use
INST, Institutional
BI, Boundary Industrial
I, Industrial
HI, Heavy Industrial
COS, Conservation & Open Space
CC, County Commercial
CI, County Industrial
N
W
E
S
City of Fort Pierce
Planning Department
Created By: Brandon Creagan
Date Created: August 1, 2017
FORT PIERCE FL
THE SUNRISE CITY
Esri, DeLorme, GEBCO, NOAA NGDC, and other contributors

APPENDIX B: TRANSIT VEHICLE INVENTORY

St LUCIE COUNTY BOCC/ COUNCIL ON AGING of ST LUCIE, INC

FY19 VEHICLE INVENTORY

VEHICLE#	YEAR	VEHICLE MAKE	VIN NUMBER	SEATING CAPACITY SEATING + W/C POSITIONS
44	2000	FORD/EXCURS	1FMSU41F7YEC79867	
1201	2012	GILLIG	15GGE2711C1092446	20 + 2
1202	2012	GILLIG	15GGE2713C1092447	20 + 2
1203	2012	GILLIG	15GGE2719C1092436	20 + 2
1204	2012	GILLIG	15GGE2710C1092437	20 + 2
1205	2012	GILLIG	15GGE2712C1092438	20 + 2
1206	2012	GILLIG	15GGE2714C1092439	20 + 2
1207	2012	GILLIG	15GGE2710C1092440	20 + 2
1208	2012	GILLIG	15GGE2712C1092441	20 + 2
1209	2012	GILLIG	15GGE2714C1092442	20 + 2
1210	2012	GILLIG	15GGE2716C1092443	20 + 2
1211	2012	GILLIG	15GGE2718C1092444	20 + 2
1212	2012	GILLIG	15GGE271XC1092445	20 + 2
F1401	2014	ELDORADO	1N9MNAC62EC084384	24 + 2
F1402	2014	ELDORADO	1N9MNAC64EC084385	24 + 2
17-01	2017	GOSHEN	1HA6GVBG5HN009283	16 + 2
S-01	2007	FORD 500	1FAFP24127G114707	
S-02	2012	FORD ESCAPE	1FMCU0C74CKB19586	
S-03	2012	FORD ESCAPE	1FMCU0C72CKB19585	
S-04	2012	FORD ESCAPE	1FMCU0C70CKB19584	
S-05	2019	CHEV MALIBU	1G1ZB5ST9KF195742	
08-04	2009	CHAMPION	1GBE4V1968F414708	16 + 2
08-05	2009	CHAMPION	1GBE4V1958F414635	16 + 2
08-06	2009	CHAMPION	1GBE4V1918F417709	16 + 2
08-07	2009	CHAMPION	1GBE4V1968F417785	16 + 2

08-08	2009	CHAMPION	1GBE4V1948F417879	16 + 2
08-09	2009	CHAMPION	1GBE4V19X8F414484	16 + 2
08-10	2009	CHAMPION	1GBE4V1958F414439	16 + 2
09-03	2010	CHAMPION	1GBG5U19X8F414694	24 + 2
13-01	2014	CHAMPION	5WEXWSKK8EH775871	11 + 2
13-02	2014	CHAMPION	5WEXWSKKXEH775872	11 + 2
13-03	2014	CHAMPION	5WEXWSKK1EH775873	11 + 2
13-04	2014	CHAMPION	5WEXWSKK3EH775874	11 + 2
13-05	2014	CHAMPION	5WEXWSKK5EH775875	11 + 2
13-06	2014	CHAMPION	5WEXWSKK7EH775876	11 + 2
13-07	2014	CHAMPION	5WEXWSKK9EH775877	11 + 2
13-08	2014	CHAMPION	5WEXWSKK0EH775878	11 + 2
13-09	2014	CHAMPION	5WEASSKM5EH768430	9 + 4
13-10	2014	CHAMPION	5WEASSKM9EH768432	9 + 4
13-11	2014	CHAMPION	5WEASSKM0EH768433	9 + 4
13-12	2014	CHAMPION	5WEASSKM2EH768434	9 + 4
13-13	2014	CHAMPION	5WEASSKM4EH768435	9 + 4
13-14	2014	CHAMPION	5WEASSKM6EH768436	9 + 4
13-15	2014	CHAMPION	5WEASSKM8EH768437	9 + 4
13-16	2014	CHAMPION	5WEASSKMXEH768438	9 + 4
13-17	2014	CHAMPION	5WEASSKM1EH768439	9 + 4
13-18	2014	CHAMPION	5WEASSKM8EH768440	9 + 4
13-19	2013	CHAMPION	1GB6G5BL2D1172500	10 + 2
13-20	2013	CHAMPION	1GB6G5BL3D1173719	10 + 2
13-21	2013	CHAMPION	1GB6G5BL8D1174025	10 + 2
13-22	2013	CHAMPION	1GB6G5BL9D1173014	10 + 2

APPENDIX C: PUBLIC INVOLVEMENT PLAN

FDOT

Florida Department of Transportation

RICK SCOTT
GOVERNOR

3400 West Commercial Boulevard
Fort Lauderdale, FL 33309

MIKE DEW
SECRETARY

July 27, 2018

Ms. Murriah Dekle, MPA
Transit Manager
St. Lucie County Community Services Department
437 North 7th Street
Fort Pierce, FL 34982

SUBJECT: Transit Development Plan Public Involvement Plan (TDP PIP) Compliance Determination

Dear Ms. Dekle:

The Florida Department of Transportation (The Department) has reviewed and approves the St. Lucie County Transit's 2019 TDP PIP and finds that the agency has satisfied its obligations pursuant to the requirements of Chapter 14-73 of the Florida Administrative Code.

The Department's District Four TDP contact is Jayne Pietrowski and can be reached at 954-777-4661. If you have any questions or comments regarding the results of the TDP PIP review process, please do not hesitate to call.

Sincerely,

Amie Goddeau, P.E.
District Modal Development Administrator
District Four

AG/jap

cc: File

ST. LUCIE COUNTY

2019 TRANSIT DEVELOPMENT PLAN

MAJOR UPDATE

Public Involvement Plan

May 2018

FINAL
DRAFT

SECTION 1: INTRODUCTION

1.1 Project Purpose and Background

Florida Statutes require transit providers that receive State funds to adopt a Transit Development Plan (TDP) and conduct a major update of that TDP every five years. State legislation also requires that the transit agency document its public involvement plan to be used in the development of the TDP. Pertinent language from the TDP rule is provided below:

> The TDP preparation process shall include opportunities for public involvement as outlined in a TDP public involvement plan, approved by the Department, or the local Metropolitan Planning Organization's (MPO) Public Involvement Plan, approved by both the Federal Transit Administration and the Federal Highway Administration.
>
> — *Florida Rule 14-73.001*

St. Lucie County is preparing a major update of its TDP in consultation with the contracted public transit provider in St. Lucie County, Community Transit, a division of the Council on Aging of St. Lucie, Inc. The St. Lucie Transportation Planning Organization (TPO) is assisting with the TDP major update.

The development of a Public Involvement Plan (PIP) is one of the initial steps in a TDP major update. The purpose of the PIP is to identify the process of how and when interested parties can be involved. Information gathered from the public, stakeholder agencies/organizations, and other interested parties helps identify and assess community perceptions of public transportation service as well as issues and opportunities to consider during the development of the TDP.

1.2 Project Review Committee

A Project Review Committee (PRC) will be convened to provide overall management of the update and strategic direction for PIP implementation. The PRC is expected to comprise staff from St. Lucie County, Community Transit, St. Lucie TPO, Florida Department of Transportation (FDOT), CareerSource Research Coast, and additional staff as needed.

SECTION 2: COORDINATION

2.1 Stakeholder Identification

The stakeholders for the TDP update are the general public, transit riders, transportation disadvantaged populations, elected officials, community leaders, community service agencies, schools, and major employers, among others. To facilitate coordination among all key stakeholders the PRC will maintain a list of all committees, local government contacts, and key stakeholder representatives who will be invited to attend various public involvement activities, provide input and feedback, and receive regular communications during the TDP update process.

2.2 TPO Public Involvement Plan

The TDP rule requires that each transit agency develop its own PIP and have it approved by FDOT or use the Metropolitan Planning Organization's (MPO) PIP. The St. Lucie TPO has developed a PIP to cover all TPO-related public involvement needs. For this TDP update, St. Lucie County has elected to develop its own PIP to provide a more detailed description of the public involvement activities specifically to be undertaken during the preparation of the TDP. The County intends to follow the major goal and objectives of the TPO's PIP throughout the course of the TDP update process, as summarized below. In addition, project-specific measures of effectiveness have been identified by which to gauge the success of the PIP. Those measures are detailed in a later section of this PIP.

The St. Lucie TPO PIP includes the following goal and objectives:

Goal: Ensure continuing, cooperative, and comprehensive public impact on the transportation planning process

- Objective A: Hold regularly-scheduled and advertised meetings open to the general public.
- Objective B: Seek out traditionally underserved communities.
- Objective C: Engage the public early, continually, and comprehensively through a variety of outreach activities to maximize public impact.

SECTION 3: PUBLIC INVOLVEMENT ACTIVITIES

3.1 Public Involvement Objectives

The TDP Major Update's public involvement objectives include the following:

- Develop a multi-faceted outreach effort that will keep the general public and all stakeholder groups informed about the status of the TDP update.
- Clearly define the TDP's purpose and objectives early in the process.
- Identify and document concerns, issues, and needs from key stakeholders.
- Encourage participation of all stakeholder groups while paying special attention to underserved communities.
- Use established community infrastructure (e.g., farmer's markets, shopping centers) as opportunities to engage the community and obtain community input.
- Provide frequent opportunities and a consistent access point for community input.
- Identify tools to gather information from stakeholders who cannot participate in daytime meetings, such as social media, questionnaires, or public outreach activities at weekend events or in the evenings.

3.2 Public Involvement Activities

Several public involvement techniques were selected for inclusion in the public involvement plan to ensure the active participation of stakeholders. Each of them is discussed in this section. The techniques have been placed into two major categories: direct involvement techniques and information distribution techniques. Direct involvement techniques include those that engage the public in discussions about the project. Information distribution techniques include public information materials that are used to inform key stakeholders and the general public of important topics regarding the project.

3.2.1 Direct Involvement Techniques

Direct involvement techniques that will be included in the preparation of the TDP are described below.

- ***PRC Meetings*** – PRC meetings will occur during the course of developing the TDP, including an initial project kick-off meeting. The PRC is expected to meet monthly with additional meetings scheduled as needed.

- ***Regional Coordination*** - Regional coordination and input will occur through the Treasure Coast Transit Meeting (TCTM) which consists of staff from the Martin, St. Lucie, and Indian River transit agencies and M/TPOs. Input and feedback from the TCTM will be documented and incorporated in the development of TDP key components.

- ***Grass Roots Outreach Efforts*** – At least ten grassroots outreach efforts will be conducted throughout the update process to solicit public input. Efforts will include the circulation of paper surveys within the County's library system, hosting booths at special events (fairs, festivals, etc.), facilitating a speakers bureau (Chamber of Commerce meetings, homeowners' association meetings, etc.), and other opportunities identified in the planning process. Co-location with events generating significant foot traffic will assist in gaining insight from a large cross-section of the community. Efforts will be made to participate in outreach events that are geographically dispersed and scheduled at various times.

- ***On-Board Survey Data*** – On-board survey data, made available by Community Transit, will be used to assess the perceptions and service improvement priorities of existing bus riders. On-board surveys are a key component of any public outreach effort and are the most effective way to gather information from current bus riders.

- ***Social Media*** – Existing social media sites hosted by the TPO, County, and South Florida Commuter Services will be used as outreach. These sites will provide links to the social media sites of transportation partners.

- ***Presentations*** – Once a draft plan is created, formal presentations of the TDP will be made to the TPO Board and its advisory committees, the Local Coordinating Board, and CareerSource Research Coast. The final version of the TDP will incorporate comments received and will be presented to the St. Lucie Board of County Commissioners for

adoption.

3.2.2 Information Distribution Techniques

Information distribution techniques used for the TDP Update will include the following:

- ***Branding*** – Prior to development of TDP materials, a TDP "brand" (theme) will be developed that will include a recognizable name, color scheme, and logo. This will assist individuals in recognizing materials related to the project, resulting in a more efficient and user-friendly communication of project deliverables to the general public and other stakeholders. Ideas for the project brand will be reviewed and discussed as part of initial PRC meetings and ultimately will result in a theme that can be carried forward after the completion of this TDP major update.

- ***Notification of General Public*** – The general public will be notified of public meetings through several methods, including press releases, information posted to the St. Lucie TPO and County websites and social media sites, and flyers. Free community-based television, radio, newspaper, and newsletter promotional opportunities will be identified.

- ***Notification of State and Local Agencies*** – CareerSource Research Coast, the TPO, and FDOT will be advised of all public meetings via email. In addition, all three agencies will be invited to participate on the PRC. Project deliverables will be submitted to these agencies to solicit feedback and comments.

The following table summarizes the types of public involvement activities that will be completed for the TDP and the techniques associated with each type of activity.

	Public Participation Activity	TDP PIP
Direct Involvement	Project Review Committee meetings	☑
	Regional Coordination	☑
	Grassroots outreach efforts	☑
	On-board survey data	☑
	Social media	☑
	Presentations (TPO, CareerSource, BOCC)	☑
Information Distribution	Branding	☑
	Notification to general public (broadcast media)	☑
	Notification to State and local agencies	☑

SECTION 4: TITLE VI CONSIDERATIONS

The Federal Transit Administration (FTA) requires all transit agencies that receive federal funding to comply with Title VI requirements and integrate environmental justice (EJ) considerations into the planning and project development processes. Effective practices to involve minority and low-income persons in public involvement activities include comprehensive measures, such as placing public notices on all buses, and measures targeted to overcome language, institutional, cultural, economic, historical, or other barriers.

St. Lucie County will take the following steps to ensure that minority and low-income individuals are equally included in the TDP public involvement process:

- Notices for public meetings will be posted on all buses and on St. Lucie TPO and County websites and social media sites.
- Notifications to the general public will include Spanish versions to reach people who are of Limited English Proficiency (LEP).
- To the extent possible, public meetings and grassroots activities will include representatives from agencies that serve minority and low-income populations.
- Involvement from grassroots and local organizations such as churches, homeowners' associations, and social and professional organizations will be encouraged.
- Meeting locations and times will be sensitive to the needs of each community to ensure access and participation by as many people as possible.

SECTION 5: PUBLIC INVOLVEMENT MEASURES OF EFFECTIVENESS

Measures of effectiveness (MOE) will be identified for the public involvement activities included in this PIP. Results of each public involvement activity will be documented in the TDP to compare with these established MOEs. Some of the MOEs will be quantitative and the others will be qualitative. A checklist will be prepared to track MOEs for those activities that require event-by-event tracking, e.g., grassroots outreach efforts.

It is important to note that this evaluation process will encourage adaptability and flexibility in TDP public outreach efforts. If public outreach venues or activities fail to meet the target standards, then a change could be enacted to improve other outreach events conducted as part of the TDP update process.

APPENDIX D: PUBLIC INVOLVEMENT MATERIALS

Non-Rider Survey St. Lucie County Transit Development Plan

St. Lucie County is planning for the future of transit and would like your input! Please help by answering some questions on transit services in the county. Thank you for your participation.

1. In what ZIP code is your home located? (enter 5-digit ZIP code; for example, 34953 or 34950)

2. Did you know there is a public bus in St. Lucie County?

- [ ] Yes
- [ ] No

3. Why are you not riding the bus in St. Lucie County?

- [ ] I have another form of transportation
- [ ] Bus routes, availability and times are not convenient
- [ ] I do not know where the closest bus spot is located
- [ ] Other (please specify)

4. Were you aware that riding the bus is free?

- ( ) Yes
- ( ) No

5. Currently there is no cost to ride the bus. Does this change your thoughts about riding it? If not, what would entice you to ride the bus?

- [ ] Yes
- [ ] No
- [ ] Other (please specify)

6. Do you own or have access to a personal vehicle?

- [ ] Yes
- [ ] No

7. Do you a valid driver's license?

- [ ] Yes
- [ ] No

8. Which transit improvements do you think are needed?

- ◯ Service every ½ hour, rather than the current one-hour schedule
- ◯ More night service
- ◯ More weekend service
- ◯ New service along Port St. Lucie Blvd south of Gatlin Blvd.
- ◯ New service along Midway Road
- ◯ New service to Okeechobee County
- ◯ New service to West Palm Beach
- ◯ New service to Orlando
- ◯ New service on 25th Street connecting both Intermodal locations

9. What should St. Lucie County consider as public transit priorities over the next ten years?

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Improve bus stops amenities (shelters, etc.)	○	○	○	○	○
Improve pedestrian/bicycle access to the bus stop area	○	○	○	○	○
Bicycle storage at the bus stop area	○	○	○	○	○
Increase vehicle parking at bus stop areas	○	○	○	○	○

10. What is your gender?

- ○ Female
- ○ Male
- ○ Prefer not to answer

11. I work in the following field:

- ☐ Medical
- ☐ Retail
- ☐ 8-5 Office
- ☐ General Labor
- ☐ Professional
- ☐ College Student
- ☐ Other (please specify)
- ☐ Educational Provider
- ☐ Military
- ☐ Service (hotel restaurant etc.)
- ☐ Retired
- ☐ Unemployed
- ☐ I don't work outside of the home

12. What is your age?

- ◯ 18 to 24
- ◯ 25 to 34
- ◯ 35 to 44
- ◯ 45 to 54
- ◯ 55 to 64
- ◯ 65 to 74
- ◯ 75 or older
- ◯ Prefer not to answer

13. Please provide the best range that reflects your individual yearly income

- ◯ Less than $10,000
- ◯ $10,000-14,999
- ◯ $15,000-24,999
- ◯ $25,000-34,999
- ◯ $35,000-44,999
- ◯ $45,000-54,999
- ◯ $55,000-74,999
- ◯ Over $75,000
- ◯ Prefer not to answer

14. Which best describes your race/ethnic group

- ◯ White or Caucasian
- ◯ Black or African American
- ◯ Hispanic or Latino
- ◯ Asian or Asian American
- ◯ American Indian or Alaska Native
- ◯ Native Hawaiian or other Pacific Islander
- ◯ Another race
- ◯ Prefer not to answer

15. Join our list for study updates and public meeting notifications by entering your e-mail address

Email Address _____

St. Lucie County Transportation Development Plan Major Update Survey

St. Lucie County is planning for the future of transit and would like your input. Please help by answering some questions on transit services in the county. Thank you for your participation.

1. What ZIP code is your home located? (enter 5-digit ZIP code; for example, 34953 or 34950)

2. Which bus do you ride?

- ◯ Fixed route, with bus stops
- ◯ Door- to-door
- ◯ Both

3. How long have you been riding the bus?

- ◯ Year or less
- ◯ 1 - 4 years
- ◯ 5 -9 years
- ◯ 10+ years

4. For what purposes do you use the bus system? Select all that apply.

- [ ] Work
- [ ] School
- [ ] Medical Appointments
- [ ] Shopping
- [ ] Government Office Access
- [ ] Social or Recreational Outings
- [ ] Religious Events
- [ ] Other (please specify)

5. How often do you take the bus?

- ◯ Daily - one round trip per day
- ◯ Daily - multiple trips per day
- ◯ A few times a week
- ◯ Other (please specify)
- ◯ A few times a month
- ◯ Rarely

6. Would you take fewer trips if the bus service was not free?

- ◯ Yes
- ◯ No

7. Please indicate how strongly you agree or disagree with the following:

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Public transit saves me money	◯	◯	◯	◯	◯
Public transit saves me time	◯	◯	◯	◯	◯
Public transit takes me where I want to go	◯	◯	◯	◯	◯
Public transit is an environmentally friendly means of transportation	◯	◯	◯	◯	◯
Public transit allows me to use my time wisely and do other things while I travel	◯	◯	◯	◯	◯
Public transit promotes a healthier lifestyle	◯	◯	◯	◯	◯
Public transit is a good idea for others but not me	◯	◯	◯	◯	◯
Public transit is an unnecessary service	◯	◯	◯	◯	◯

8. What should St. Lucie County consider as priorities for the public transit services over the next ten years?

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Earlier weekday service hours (Currently begins 6:00 a.m.)	◯	◯	◯	◯	◯
Later weekday service hours (Currently ends at 8:00 p.m.)	◯	◯	◯	◯	◯
Saturday service hours extended (Currently, Saturday service begins 8:00 a.m. and ends at 4:00 p.m.)	◯	◯	◯	◯	◯
Sunday service (Currently this service is not available)	◯	◯	◯	◯	◯
More frequent service on the routes	◯	◯	◯	◯	◯
Expand to service new geographic areas not currently served	◯	◯	◯	◯	◯
More direct (straighter/simpler) Routes	◯	◯	◯	◯	◯

9. What should St. Lucie County consider as public transit priorities over the next ten years?

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Improve bus stops amenities (shelters, etc.)	◯	◯	◯	◯	◯
Improve pedestrian/bicycle access to the bus stop area	◯	◯	◯	◯	◯
Bicycle storage at the bus stop area	◯	◯	◯	◯	◯
Increase vehicle parking at bus stop areas	◯	◯	◯	◯	◯
Maintain Fare Free Service	◯	◯	◯	◯	◯

10. Check one or more improvements that you think are needed? Please check all that apply

- ☐ Service every ½ hour, rather than the current one-hour schedule
- ☐ More night service
- ☐ More weekend service
- ☐ New service along Port St. Lucie Blvd. south of Gatlin Blvd
- ☐ New service along Midway Road
- ☐ New service to Okeechobee County
- ☐ New service to West Palm Beach
- ☐ New service to Orlando
- ☐ New service on 25th Street connecting both intermodal locations
- ☐ Other (please specify)

11. Would you be willing to pay for improvements to the bus services with increases in any of the following:

- [ ] Fares
- [ ] Gas taxes Sales
- [ ] taxes Property
- [ ] taxes None of the
- [ ] above

12. How would you like to obtain information about public transit? Please select your top three choices

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Printed Maps and schedules	○	○	○	○	○
Smart phone applications	○	○	○	○	○
Bus stop real-time information monitors	○	○	○	○	○
Information inside the transit vehicle	○	○	○	○	○
Text alerts	○	○	○	○	○
Newspaper, TV and radio	○	○	○	○	○
Telephone information	○	○	○	○	○
Social media (Facebook and Twitter)	○	○	○	○	○

13. Which service improvements would help **YOU** if Treasure Coast Connector were to improve: Please check your top three

- [ ] How regularly buses arrive on time
- [ ] The time it takes to take a trip by bus
- [ ] How easy it is to use the bus route and schedule information
- [ ] The bus driver's ability to drive the bus
- [ ] The bus driver's knowledge of the transit system and routes
- [ ] How easy it is to get the bus route and schedule information

14. What is your gender?

- [ ] Female
- [ ] Male
- [ ] Prefer not to answer

15. I work in the following field:

- ◯ Medical
- ◯ Retail
- ◯ 8-5 Office
- ◯ General Labor
- ◯ Professional
- ◯ College Student
- ◯ Other (please specify)
- ◯ Educational Provider
- ◯ Military
- ◯ Service (hotel restaurant etc.)
- ◯ Retired
- ◯ Unemployed
- ◯ I don't work outside of the home

16. What is your age?

- ◯ Under 16
- ◯ 16-19
- ◯ 20-29
- ◯ 30-39
- ◯ 40-49
- ◯ 50-59
- ◯ 60-65
- ◯ Over 65
- ◯ Prefer not to answer

17. Please provide the best range that reflects your individual yearly income

- ◯ Less than $10,000
- ◯ $10,000-14,999
- ◯ $15,000-24,999
- ◯ $25,000-34,999
- ◯ $35,000-44,999
- ◯ $45,000-54,999
- ◯ $55,000-74,999
- ◯ Over $75,000
- ◯ Prefer not to answer

18. Which best describes your race/ethnic group

- ◯ White or Caucasian
- ◯ Black or African American
- ◯ Hispanic or Latino
- ◯ Asian or Asian American
- ◯ American Indian or Alaska Native
- ◯ Native Hawaiian or other Pacific Islander
- ◯ Another race
- ◯ Prefer not to answer

19. Join our list for study updates and public meeting notifications by entering your e-mail address

Email Address

Focus Group Survey Questions

1. Did you know there is a public bus in St Lucie County?
   - ☐ Yes
   - ☐ No

2. Which bus system improvements do you think are needed?
   Please check all that apply.
   - ☐ Service every ½ hour, rather than the current one-hour schedule
   - ☐ More night service
   - ☐ More weekend service
   - ☐ New service along Port St. Lucie Blvd south of Gatlin Blvd.
   - ☐ New service along Midway Road
   - ☐ New service to Okeechobee County
   - ☐ New service to West Palm Beach
   - ☐ New service to Orlando
   - ☐ New service on Airoso Blvd/25th Street connecting Port St. Lucie to Fort Pierce

3. BUS STOPS: What bus stop improvements are needed?

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Bus stop amenities (shelters, benches, etc.)					
Improved pedestrian/bicycle access to bus stop areas					
Bicycle storage at bus stop areas					
Vehicle parking at bus stop areas					

St Lucie County Public Transportation Survey

Ten-Year Transit Development Plan – TDP

2019

Please take a minute to help us plan for transportation needs in St. Lucie County

	Disagree		Neutral		Agree
Improvements to Existing Bus Services					
Bus every 30 minutes	1	2	3	4	5
Bus every 60 minutes	1	2	3	4	5
Add later service hours	1	2	3	4	5
Add Weekend service	1	2	3	4	5
New Bus Service					
Fort Pierce/Port St. Lucie Express (25th Street)	1	2	3	4	5
Midway Road	1	2	3	4	5
Crosstown Parkway	1	2	3	4	5
Port St. Lucie Boulevard – from Gatlin Boulevard to Paar Drive	1	2	3	4	5
Tradition area shuttle	1	2	3	4	5
Palm Beach Express	1	2	3	4	5
Passenger train service from Orlando to Miami	1	2	3	4	5
Virginia Avenue – from U.S. 1 to Kings Highway	1	2	3	4	5
Torino Parkway shuttle	1	2	3	4	5
Indian River Estates shuttle	1	2	3	4	5
Fort Pierce to South Hutchinson Island	1	2	3	4	5
Technology/Capital					
Port St. Lucie Transfer Station Improvements (Restroom and improved amenities)	1	2	3	4	5
Port St. Lucie City Center – New Bus Hub/Transfer Station	1	2	3	4	5
Bus Stop /Shelter improvements – Solar Lighting, Shade Structures and Seating	1	2	3	4	5
Improved Sidewalk Connections to Bus Stops	1	2	3	4	5
Add more bus shelters and benches	1	2	3	4	5
Better sidewalk connections to bus stops	1	2	3	4	5

Please provide any additional comments below

APPENDIX E: PERFORMANCE MONITORING PROGRAM

Performance Monitoring Program

Performance Measures and Indicators

Once the proposed transit services are implemented, the following performance indicators and measures should be monitored by St. Lucie County on a quarterly basis for its fixed-route and micro-transit services as part of the recommended performance-monitoring program:

Passenger Trips – Annual number of passenger boardings on the transit vehicles.

Revenue Miles – Number of annual miles of vehicle operation while in active service (available to pick up revenue passengers).

Revenue Hours – Number of annual hours of vehicle operation while in active service (available to pick up revenue passengers).

Passenger Trips per Revenue Hour – Ratio of passenger trips to revenue hours of operation.

However, as fixed-route-type services typically take up to three years to become established and productive, the performance data up to that point should be reviewed and interpreted cautiously. Furthermore, micro-transit services will be a newly implemented service type in St. Lucie County and therefore, have few benchmarks with which to compare initially. Although adjustments/modifications are encouraged, outright discontinuations based on performance monitoring data alone are discouraged.

Evaluation Methodology and Process

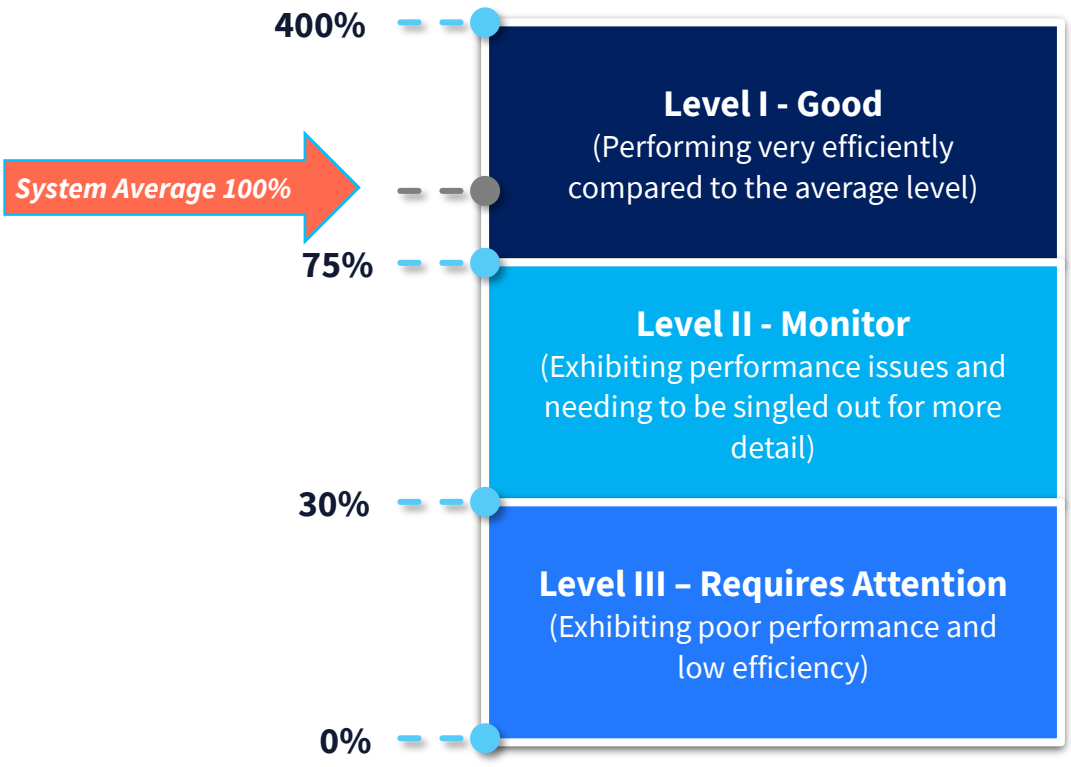
This process is based on two measures, trips per mile and trips per hour, which are weighted equally to derive an overall route score. An individual route's score for a particular measure is based on a comparison of the measure as a percentage of the system average for that particular measure. These individual measure scores are added together and divided by two to get a final aggregate score. This final composite performance score is an indication of a route's performance for the two measures when compared to the system average for those measures. A higher score represents better overall performance when compared to other routes.

The noted comparative performance evaluation can be beneficial, but caution should be exercised when using the final scores and rankings, because these figures are comparing routes to one another and may not reflect the specific goals established for a particular route (i.e., geographic coverage vs. ridership performance). The process is particularly useful, however, in highlighting those routes that may have comparative performance-related issues. These routes can then be singled out for closer observation in future quarters or years to determine specific changes that may help mitigate any performance issues.

Once a route score is determined, routes can be ranked to show the highest performing and lowest performing routes. The rankings are a useful proxy for determining the comparative performance of any route, as well as highlighting changes in performance over time. To track the performance variation over time, three performance levels have been developed:

- **Level I – Good (≥ 75%)** – Transit routes in this category are performing efficiently compared with the average level of all the agency's routes.
- **Level II – Monitor (30–74%)** – Routes in this category exhibit varying levels of performance problems and require more detailed analysis (e.g., ride checks, on-board surveys, increased marketing efforts, etc.) to aid in identifying specific changes that can be made to help improve the route's performance.
- **Level III – Requires Attention (≤ 29%)** – Routes in this category exhibit poor performance and low efficiency. Recommendations for these routes may include truncation of the route, reduction in the route's number of revenue hours, or discontinuation of the route.

Figure F-1: Route Performance Evaluation Levels



As outlined in Objective 1.3 of the TDP, the approved performance indicators should be integrated into St. Lucie County's Clear Point community dashboard in order to easily track route performance and create quarterly reports.